



Policy and Resources Committee

Date: THURSDAY, 6 JUNE 2019

Time: 1.45 pm

Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Deputy Catherine McGuinness (Chair)	Deputy Jamie Ingham Clark
Simon Duckworth (Deputy Chairman)	Shravan Joshi
Christopher Hayward (Vice- Chairman)	Deputy Edward Lord
Deputy Tom Sleigh (Vice-Chair)	Alderman Ian Luder
Randall Anderson (Ex-Officio Member)	Jeremy Mayhew
Douglas Barrow (Ex-Officio Member)	Andrew McMurtrie
Deputy Keith Bottomley	Wendy Mead
Tijs Broeke	Deputy Alastair Moss (Ex-Officio Member)
Karina Dostalova	Deputy Joyce Nash
The Rt. Hon the Lord Mayor, Alderman Peter Estlin (Ex-Officio Member)	Graham Packham (Ex-Officio Member)
Anne Fairweather	Alderman William Russell
Marianne Fredericks	Alderman Baroness Scotland (Ex- Officio Member)
Alderman Timothy Hailes	Deputy Dr Giles Shilson
Deputy Tom Hoffman (Chief Comm oner) (Ex-Officio Member)	Jeremy Simons (Ex-Officio Member)
	Sir Michael Snyder
	Mark Wheatley
	Deputy Philip Woodhouse
	Alderman Sir David Wootton

Enquiries: **Gregory Moore**
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Lunch will be served in Guildhall Club at 1PM
NB: Part of this meeting could be the subject of audio visual recording

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To consider minutes as follows:-
 - a) To agree the public minutes of the meeting held on 2 May 2019.
For Decision
(Pages 1 - 12)
 - b) To note the draft public minutes of the Resource Allocation Sub-Committee meeting held on 2 May 2019.
For Information
(Pages 13 - 16)
 - c) To note the draft public minutes of the Projects Sub-Committee meeting held on 24 April 2019.
For Information
(Pages 17 - 24)
 - d) To note the draft public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 7 May 2019.
For Information
(Pages 25 - 28)
4. **REVIEW OF THE CITY'S EDUCATION GRANT FUNDING**
Report of the Town Clerk.
For Decision
(Pages 29 - 34)
5. **EDUCATION BOARD TERMS OF REFERENCE**
Report of the Town Clerk.
For Decision
(Pages 35 - 42)
6. **CROSSRAIL ART PROGRAMME**
Report of the Town Clerk.
For Decision
(Pages 43 - 50)
7. **SPONSORSHIP OF THE IPPR COMMISSION ON ENVIRONMENTAL JUSTICE**
Report of the Director of Communications.
For Decision
(Pages 51 - 54)

8. **SPONSORSHIP OF THE 2019 LONDON CONFERENCE**
Report of the Director of Communications.
For Decision
(Pages 55 - 58)
9. **DEVELOPING A LONDON PRIMARY AUTHORITY HUB**
Report of the Director of Markets and Consumer Protection.
For Decision
(Pages 59 - 64)
10. **HOUSING DELIVERY STRATEGY - REQUEST FOR FUNDING TO APPOINT ADVISORS**
Report of the City Surveyor.
For Decision
(Pages 65 - 74)
11. **MIPIM PROPERTY CONFERENCE 2019/2020**
Joint report of the City Surveyor and the Director of the Built Environment.
For Decision
(Pages 75 - 82)
12. **MUSEUM OF LONDON PUBLIC REALM PROJECT**
Report of the Director of the Built Environment.
For Decision
(Pages 83 - 100)
13. **POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY**
Report of the Chamberlain.
For Decision
(Pages 101 - 122)
14. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
16. **EXCLUSION OF THE PUBLIC**
MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Part 2 - Non-Public Agenda

17. **NON-PUBLIC MINUTES**
To consider non-public minutes of meetings as follows:-
- a) To agree the non-public minutes of the meeting held on 2 May 2019.
For Decision
(Pages 123 - 126)

- b) To note the draft non-public minutes of the Resource Allocation Sub-Committee meeting held on 2 May 2019.

For Information
(Pages 127 - 130)

- c) To note the draft non-public minutes of the Projects Sub-Committee meeting held on 24 April 2019.

For Information
(Pages 131 - 134)

- d) To note the draft non-public minutes of the Hospitality Working Party meeting held on 30 April 2019.

For Information
(Pages 135 - 140)

18. **BRIDGE HOUSE ESTATES - INVESTMENT STRATEGY**

Report of the Town Clerk.

For Decision
(Pages 141 - 146)

19. **BRIDGE HOUSE ESTATES STRATEGIC REVIEW - UPDATE TWO**

Report of the Town Clerk.

For Information
(Pages 147 - 152)

20. **MARKETS CONSOLIDATION PROGRAMME - BUDGET REPORT**

Joint report of the Town Clerk and City Surveyor.

For Decision
(Pages 153 - 184)

21. **CITY FUND, CITY'S ESTATE AND BRIDGE HOUSE ESTATES - SCHEME OF DELEGATIONS AND GATEWAYS**

Report of the City Surveyor.

For Decision
(Pages 185 - 212)

22. **REVIEW OF ACCOMMODATION**

Report of the City Surveyor.

For Decision
(Pages 213 - 220)

23. **ISLINGTON ARTS FACTORY**

Report of the Director of Community and Children's Services.

For Decision
(Pages 221 - 228)

24. **LAST MILE LOGISTICS UPDATE**

Joint report of the Chamberlain and the Director of the Built Environment.

For Information
(Pages 229 - 240)

25. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
26. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.**

Part 3 - Confidential Agenda

27. **SMITHFIELD GENERAL MARKET**
Report of the City Surveyor.

For Decision

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POLICY AND RESOURCES COMMITTEE

Thursday, 2 May 2019

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 2 May 2019 at 1.45 pm

Present

Members:

Randall Anderson
Douglas Barrow
Deputy Keith Bottomley
Tijs Broeke
Karina Dostalova
Simon Duckworth
Marianne Fredericks
Alderman Timothy Hailes
Christopher Hayward
Deputy Jamie Ingham Clark
Shravan Joshi
Deputy Edward Lord
Jeremy Mayhew
Deputy Catherine McGuinness
Andrew McMurtrie
Deputy Alastair Moss
Graham Packham
Alderman William Russell
Deputy Tom Sleigh
Deputy Dr Giles Shilson
Jeremy Simons
Mark Wheatley
Alderman Sir David Wootton

In attendance:

Alderman Prem Goyal

Officers:

Angela Roach	- Assistant Town Clerk & Director of Member Services
Peter Lisle	- Assistant Town Clerk & Director of Major Projects
Emma Cunnington	- Town Clerk's Department
Eugenie de Naurois	- Town Clerk's Department
Simon Latham	- Town Clerk's Department
Greg Moore	- Town Clerk's Department
Peter Kane	- Chamberlain
Caroline Al-Beyerty	- Deputy Chamberlain
Philip Gregory	- Chamberlain's Department
Michael Cogher	- Comptroller and City Solicitor
Paul Double	- City Remembrancer

- Nigel Lefton - Remembrancer's Department
- Paul Wilkinson - City Surveyor
- Philip Everett - City Surveyor's Department
- Simon McGinn - City Surveyor's Department
- Carolyn Dwyer - Director of the Built Environment
- Bruce McVean - Department of the Built Environment
- Peter Shadbolt - Department of the Built Environment
- Bob Roberts - Director of Communications
- Andrew Carter - Director of Community and Children's Services
- Damian Nussbaum - Director of Economic Development
- Chrissie Morgan - Director of Human Resources
- Tracey Jansen - Human Resources Department

1. APOLOGIES

Apologies were received from The Rt Hon The Lord Mayor Alderman Peter Estlin, Alderman Ian Luder, Wendy Mead, Deputy Joyce Nash, Sir Michael Snyder, and Deputy Tom Hoffman.

2. MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were none.

3. ORDER OF THE COURT OF COMMON COUNCIL

Members noted the Order of the Court of Common Council of 25 April 2019 appointing the Committee and setting its terms of reference for the ensuing year.

4. ELECTION OF CHAIRMAN

The Committee proceeded to elect a Chairman in accordance with Standing Order No. 29. A list of Members eligible to stand was read and Catherine McGuinness being the only Member expressing willingness to serve was duly elected for the ensuing year and took the Chair.

The Chair welcomed Karina Dostalova, Anne Fairweather and Shravan Joshi to their first meetings of the Committee. She also thanked outgoing Members Deputy John Tomlinson, and Henry Colthurst for their contribution to the work of the Committee.

5. ELECTION OF DEPUTY CHAIRMEN

The Committee proceeded to elect its Deputy Chairmen in accordance with Standing Order No. 30. Simon Duckworth, Christopher Hayward, Andrew McMurtrie, and Deputy Tom Sleigh all expressed a willingness to serve.

A ballot was therefore conducted and the results were as follows:

	Votes
Simon Duckworth	18
Christopher Hayward	20

Andrew McMurtrie	10
Deputy Tom Sleigh	19

Simon Duckworth, Christopher Hayward, and Deputy Tom Sleigh were therefore declared Deputy Chairmen for the ensuing year.

6. **MINUTES**

- a) The public minutes of the meeting of the Policy and Resources Committee held on 11 April 2019 were approved.
- b) The public minutes of the meeting of the Resource Allocation Sub-Committee held on 8 April 2019 were noted.

7. **APPOINTMENT OF SUB-COMMITTEES, WORKING PARTIES AND REPRESENTATIVES ON OTHER COMMITTEES**

The Committee considered a report of the Town Clerk concerning the appointment of the Committee’s sub-committees, working parties and representatives on other committees.

For the Public Relations and Economic Development Sub-Committee, with there being six expressions of interest for five places it was agreed that the size of that body should be increased by one for the forthcoming year, to obviate the requirement for a ballot.

It was noted that the terms of reference of the Housing Delivery Programme Working Group had been amended the previous year and the words “700 on the City Corporation’s Housing Revenue Account estates and 3,000 on other sites owned by the City Corporation” should be added to the final sentence. It was also noted that a vacancy remained on that Working Group, following Sir Mark Boleat’s resignation from the Court. This place was in the gift of the Chair, to serve or appoint a representative as appropriate.

RESOLVED: That the following be approved:-

- 1. the appointment, composition and terms of reference of the sub-committees and working parties for the ensuing year as follows:-

(A) **Courts Sub-Committee**

- Chairman of the Policy and Resources Committee (Chairman)
- Deputy Chairman of the Policy and Resources Committee;
- Two Aldermen nominated by the Court of Aldermen;
- Four Members appointed by the Court of Common Council;
- One Member appointed by the Policy and Resources Committee (Deputy Edward Lord)
- One Member appointed by the Finance Committee;
- the Recorder and Sheriffs at the Central Criminal Court (Ex-officio), with the Recorder and any Sheriff who was not a Member of the Court of Common Council, having no voting rights

(B) **Members' Privileges Sub-Committee**

- Chief Commoner (Chairman)
- Immediate past Chief Commoner *
- Chairman and Deputy Chairman of the House Committee of Guildhall Club (Ex-officio)
- Chairman and a Deputy or Vice Chairman of the Grand Committee
- 6 Members appointed by the Court of Common Council

**For part of the year and then the Chief Commoner Designate for the remainder of the year (elected in October each year)*

(C) **Outside Bodies Sub-Committee**

- The Chairman and one Deputy Chairman of the Policy and Resources Committee
- Three Members appointed by the Policy and Resources Committee (but not necessarily Members of the Policy and Resources Committee), as follows:-
 - Jeremy Mayhew
 - James Tumbridge
 - (One vacancy to be filled)
- Three Members appointed by the Court of Common Council
- One Alderman, appointed by the General Purposes Committee of Aldermen.

(D) **Projects Sub-Committee**

- The Chairman and one Deputy Chairman of the Policy and Resources Committee
- Four Members of the Policy and Resources Committee appointed as follows:-
 - Deputy Keith Bottomley
 - Karina Dostalova
 - Deputy Jamie Ingham Clark
 - Deputy Philip Woodhouse
- Two Members appointed by the Finance Committee
- Together with up to four Members co-opted from the Court of Common Council by the Sub-Committee.

(E) **Public Relations and Economic Development Sub-Committee**

- The Chairman and Deputy Chairmen of the Policy and Resources Committee
- The Chairman of the Finance Committee
- Past Chairmen of the Policy and Resources Committee (providing they are Members on the Grand Committee)
- The Senior Alderman Below the Chair

- The Chairman of the General Purposes Committee of Aldermen
- Six Members of the Policy and Resources Committee appointed as follows:-
 - Deputy Keith Bottomley
 - Tijs Broeke
 - Karina Dostalova
 - Anne Fairweather
 - Deputy Jamie Ingham Clark
 - Deputy Edward Lord
- Together with co-option by the Sub-Committee of up to four Members from the Court of Common Council and up to two external people (the latter should have no voting rights).

(F) **Resource Allocation Sub-Committee**

- Chairman of the Policy and Resources Committee (Chairman)
- Chairman of the Finance Committee (Deputy Chairman)
- Deputy Chairmen of the Policy and Resources Committee
- Past Chairmen of Policy and Resources Committee (providing that they are Members of the Committee at the time)
- Chairman of the General Purposes Committee of the Court of Aldermen
- The Senior Alderman below the Chair
- The Deputy Chairman of the Finance Committee
- The Chairman of the Establishment Committee
- Six Members of the Policy and Resources Committee appointed as follows:-
 - Deputy Keith Bottomley
 - Tijs Broeke
 - Karina Dostalova
 - Anne Fairweather
 - Alderman Ian Luder
 - Deputy Giles Shilson

(G) **Ceremonial Working Party**

- Chairman of the Policy & Resources Committee
- A Deputy Chairman of the Policy & Resources Committee
- Chief Commoner
- Two Aldermen, nominated by the Chairman of the General Purposes Committee of Aldermen (Alderman Sir David Wootton and Alderman Tim Hailes)
- Three Members appointed by the Policy and Resources Committee (Roger Chadwick, Simon Duckworth and Edward Lord)
- Two Members with over ten years' service, appointed by the Court of Common Council (Wendy Mead and Joyce Nash)
- Two Members with under ten years' service, appointed by the Court of Common Council (Henry Colthurst and Giles Shilson)
- The Remembrancer
- Town Clerk

(H) **Culture Mile Working Party**

- The Chairman, or their representative
- Four Members nominated by the Policy & Resources Committee as follows:-
 - Tijs Broeke
 - Deputy Michael Cassidy
 - Deputy Jamie Ingham Clark
 - Jeremy Simons
- The Chairman or their representative from the following committees / boards:-
 - the Board of Governors of the Museum of London
 - the Barbican Centre Board
 - the Board of Governors of the Guildhall School of Music and Drama
 - the Culture, Heritage and Libraries Committee
 - the Finance Committee
 - the Planning and Transportation Committee
 - the Barbican Residential Committee
- The following senior officers: -
 - Town Clerk
 - Managing Director, Barbican Centre
 - Director of the Built Environment
 - Director of Community and Children Services
 - Director of Culture, Heritage and Libraries
 - Director, Museum of London
 - City Surveyor

(I) **Hospitality Working Party**

- Chief Commoner (Chairman)
- Immediate past Chief Commoner*
- Chairman and Deputy Chairman of the Policy and Resources Committee
- Chairman and Deputy Chairman of the Finance Committee
- Chairman of the General Purposes Committee of the Court of Aldermen
- Senior Alderman below the Chair
- four Members to be appointed by the Court of Common Council for specific terms

**For part of the year and then the Chief Commoner Designate for the remainder of the year (elected in October each year)*

(J) **Housing Delivery Programme Working Group**

- The Chairman of the Policy and Resources Committee (or their representative)
- The Chairman of Community and Children's Services Committee (or their representative)

- The Chairman of the Housing Management and Almshouses Sub Committee (or their representative)
- Four Members of the Court of Common Council elected by the Policy and Resources Committee, as follows:
 - Deputy Michael Cassidy
 - Alderman Greg Jones
 - Deputy James Thomson (also appointed Chairman)
 - Deputy Philip Woodhouse

(K) **Members Financial Assistance Working Party**

- The Chairman and named Deputy Chairman or one of the Vice Chairmen of the Policy and Resources Committee
- The Chairman and Deputy Chairman of the Finance Committee
- The Chairman of the General Purposes Committee of the Court of Alderman or his/her representative
- The Chief Commoner
- The Town Clerk
- Two Members appointed by the Policy and Resources Committee from the wider Court (Sophie Fernandes and William Upton).

(L) **Members' Diversity Working Party**

- The Chairman of the Policy and Resources Committee or his/her representative
- The Chairman of the General Purposes Committee of the Court of Aldermen or his/her representative
- The Chief Commoner
- The Immediate past Chief Commoner*
- The Chairman of the Establishment Committee
- Six Members appointed by the Policy and Resources Committee from the wider Court
 - Munsur Ali
 - Randall Anderson
 - Tijs Broeke
 - Alderman Alison Gowman
 - Shravan Joshi
 - Dhruv Patel
- Together with co-option by the Working Party of up to two external people (with no voting rights).

**For part of the year and then the Chief Commoner Designate for the remainder of the year (elected in October each year)*

2. Deputy Keith Bottomley be appointed Chairman of the Projects Sub-Committee with Deputy Jamie Ingham Clark being appointed as Deputy Chairman.

3. Appointments be made to other committees, sub-committees, and outside bodies, as follows:-

Audit and Risk Management Committee (one appointment)

- Marianne Fredericks

Barbican Centre Board (one appointment)

- Simon Duckworth

Capital Buildings Committee (two appointments)

- Peter Bennett
- Deputy Keith Bottomley

City of London Academies Trust (one appointment)

- Tijs Broeke

Corporate Asset Sub-Committee (three appointments)

- Marianne Fredericks
- Deputy Joyce Nash
- Deputy Philip Woodhouse

Education Board (one appointment)

- Tijs Broeke

Freedom Applications Committee (one appointment)

- Jeremy Mayhew

Investment Committee (eight appointments)

- Chris Boden
- Tijs Broeke
- Shravan Joshi
- Michael Hudson
- Deputy Edward Lord
- Dhruv Patel
- James de Sausmarez
- Deputy Tom Sleigh

Local Development Framework Reference Sub (Planning) Committee
(one appointment)

- Deputy Jamie Ingham Clark

4. The following representatives be appointed for informal consultation with the Court of Aldermen and the Finance Committee on Mayoralty and Shrievalty Allowances:-

- Chairman of Policy & Resources Committee
- Chief Commoner
- Deputy Edward Lord

5. The current frequency of meetings of the Committee be endorsed.

8. **GENDER IDENTITY**

The Committee considered a report of the Town Clerk which presented a policy on gender identity, together with the findings from independent analysis of an online survey conducted in 2018.

It was noted that the Establishment Committee had agreed that the Policy should be subject to a review in five years' time. A minor edit had also been made at paragraph 14, which was tabled; this was to remove two instances of superfluous wording. The Policy and Resources Committee endorsed these changes and the proposed review period.

RESOLVED: That the Gender Identity Policy be approved as set out at Appendix 1 and amended, with it to be subject to a five-year review.

9. **TRANSPORT STRATEGY**

The Committee considered a report of the Director of the Built Environment which sought approval for a City of London Transport Strategy, setting out the City of London Corporation's approach to investing in and managing the City's streets over the next 25-years and aspirations for improved transport connections.

RESOLVED: That the Transport Strategy be approved, as set out at Appendix 4, for onward submission to the Court of Common Council.

10. **COMMUNITY INFRASTRUCTURE LEVY – NEIGHBOURHOOD FUND**

The Committee considered a report of the Director of the Built Environment proposing a mechanism for the allocation of the Neighbourhood Fund element of Community Infrastructure Levy (CIL) monies.

The Director advised that a request had been received to give greater consideration as to how increased Member involvement might be facilitated, particularly in relation to the distribution of smaller sums of money (which were currently to be delegated to officers for consideration). Accordingly, she asked that the current proposals be approved for the present time, with an undertaking to bring back a report outlining proposals for increased Member involvement.

RESOLVED: That Members:-

1. Note the response to the consultation on the City CIL Neighbourhood Fund, set out in Appendix 1;
2. Approve the proposed approach to the City CIL Neighbourhood Fund, set out in Appendix 2, and
3. Delegate the approval of funding applications above £50,000 from the CIL Neighbourhood Fund to the Resource Allocation Sub-Committee.

11. **CODE OF CONDUCT AND CONFLICTS OF INTEREST**

The Committee considered a report of the Director of Human Resources proposing revisions to the Code of Conduct for senior managers and the introduction of a Conflicts of Interest Policy.

It was noted that the Establishment Committee had approved the proposals subject to the deletion of Paragraph 41 in the Conflicts of Interest Policy, owing to an unresolved query which was to be the subject of further review.

RESOLVED: That the proposed revisions to the Code of Conduct and the introduction of a new Conflicts of Interest Policy be approved as set out in the report, subject to the deletion of paragraph 41.

12. ALDGATE BUSINESS IMPROVEMENT DISTRICT

The Committee considered a joint report of the City Surveyor and the Director of the Built Environment concerning the development of a formal Business Improvement District (BID) for the Aldgate area.

RESOLVED: That approval be granted to work with The Aldgate Partnership to develop a BID proposal for further consideration in September / October 2019.

13. ATTENDANCE AT IBA CONFERENCE, SEOUL

The Committee considered a report of the Director of Economic Development concerning City of London Corporation representation at the International Bar Association (IBA) conference in Seoul, South Korea.

RESOLVED: That approval be granted for Alderman Sir David Wootton attend the annual IBA conference in Seoul on behalf of the City Corporation from 22 – 25 September 2019.

14. POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY

The Committee received a report of the Chamberlain updating on projects and activities that had received Policy Initiatives Funding and funding from the Committee's contingency or Brexit contingency funds.

RESOLVED: That the report be received and its content noted.

15. DEFERRED SCHEMES AND THE ANNUAL CAPITAL BIDS PROCESS: PUBLIC SECTION

The Committee considered a report of the Chamberlain, together with a resolution from the Streets & Walkways Sub-Committee.

It was noted that this item had been discussed at length by the Resource Allocation Sub-Committee earlier that day, with particular reference to the All Change at Bank project. It had been agreed that there should be a wider review of the On-Street Parking Reserve and the prioritisation of projects therein, with a view to identifying prospective funding for this project to proceed. The Policy and Resources Committee endorsed the recommendation that delegated authority be granted to the Town Clerk, in consultation with the Chair and Deputy Chairman of Resource Allocation Sub Committee and the Chairman and Deputy Chairman of the Streets and Walkways Sub-Committee, to consider the status of the All Change at Bank project and associated funding following this process.

RESOLVED: That:-

1. The following schemes be allowed to progress:
 - a. Repairs to Holborn Viaduct and Snow Hill Pipe Subways over Thameslink
 - b. All Change at Bank
 - c. Wanstead Park Ponds
 - d. City of London Girls' School Expansion – Loan facility
2. Consideration of the release of £660k, to be drawn from the balances currently available in the On-Street Parking Reserve, be delegated to the Town Clerk, in consultation with the Chair and Deputy Chairman of the Resource Allocation Sub Committee and the Chairman and Deputy Chairman of Streets & Walkways Sub-Committee.
3. The release of the £15.45m be approved to be drawn-down from the general reserves of City's Cash, subject to the approval of the relevant gateway reports.
4. It be recommended to the Finance Committee and Court of Common Council to approve the allocation of up to £15.45m from the general reserves of City's Cash to provide loan funding for the Girls' School expansion project and fees to commence the Wanstead Ponds project.
5. The scope of central funding sources captured within this review be noted as set out in the report and that the principle of prioritisation to be adopted when considering funding allocation be confirmed, in the first instance considering the scheme objectives against agreed corporate priorities, irrespective of the specific source of central funding to be applied.
6. It be noted that the case for central support to cover loss experienced by third party funders as a direct result of schemes being deferred or cancelled due to the fundamental review will be considered on a case by case basis.
7. The details of the annual bid process be approved as set out in the report.

16. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

17. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

18. EXCLUSION OF THE PUBLIC

RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

Item No.	Paragraph No.
19 – 24	3

19. **NON-PUBLIC MINUTES**

- a) The non-public minutes of the meeting of the Policy and Resources Committee held on 11 April 2019 were approved.
- b) The non-public minutes of the meeting of the Resource Allocation Sub-Committee held on 8 April 2019 were received.
- c) The non-public minutes of the meeting of the Hospitality Working Party meeting held on 26 March 2019 were received.

20. **IMPACT INVESTING INSTITUTE**

The Committee considered and approved a report of the Director of Economic Development concerning the City Corporation's support for Environmental Social Governance Investment.

21. **DEFERRED SCHEMES AND THE ANNUAL CAPITAL BIDS PROCESS: NON-PUBLIC SECTION**

The Committee noted the non-public appendices associated with item 15.

22. **ADDITIONAL RESOURCE REQUEST: CITY OF LONDON POLICE**

The Committee considered and approved a joint report of the Town Clerk, Chamberlain and Commissioner concerning the allocation of resources to the City of London Police.

23. **MUSEUM OF LONDON RELOCATION UPDATE**

The Committee considered and approved a report of the City Surveyor concerning the Museum of London Relocation programme and associated enabling works.

24. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were two questions, one concerning the business case for the Centre for Music and one in relation to the policing of the City Bridges.

25. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.**

There was one urgent item, concerning the Green Finance Institute.

The meeting ended at 2.50 pm

Chairman

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RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 2 May 2019

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 2 May 2019 at 12.00 pm

Present

Members:

Deputy Catherine McGuinness (Chairman)	Deputy Edward Lord
Jeremy Mayhew (Deputy Chairman)	Deputy Dr Giles Shilson
Deputy Keith Bottomley	Deputy Tom Sleigh
Deputy Jamie Ingham Clark	Alderman William Russell
Simon Duckworth	Deputy John Tomlinson
Marianne Fredericks	Alderman Sir David Wootton
Christopher Hayward	

In Attendance

Deputy Doug Barrow
Andrew McMurtrie

Officers:

John Barradell	- Town Clerk & Chief Executive
Angela Roach	- Assistant Town Clerk
Peter Lisley	- Director of Major Projects, Town Clerk's
Peter Kane	- Chamberlain
Caroline Al-Beyerty	- Director of Financial Services, Town Clerk's
Ian Dyson	- Commissioner of City of London Police
Carolyn Dwyer	- Director of Built Environment
Zahur Khan	- Built Environment
Bob Roberts	- Director of Communications
Chandni Tanna	- Communications
Simon Latham	- Town Clerk's
Oliver Bolton	- Town Clerk's
Greg Moore	- Town Clerk's
Emma Cunnington	- Town Clerk's

1. APOLOGIES

Apologies were received from Henry Colthurst, Deputy Joyce Nash and Sir Michael Snyder.

2. MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were none.

3.1 MINUTES

The public minutes of the meeting of the Resource Allocation Sub-Committee held on 14 March 2019 were approved.

3.2 MINUTES

The public minutes of the meeting of the Resource Allocation Sub-Committee held on 8 April 2019 were approved.

4. DEFERRED SCHEMES TO BE REVISITED

Members considered a report of the Chamberlain, in line with a resolution from the Streets & Walkways Sub-Committee.

The Policy Chair set out the aims of the fundamental review and encouraged Members of this Sub-Committee to approach the various projects with a certain level of discipline.

Members discussed the All Change at Bank project and whether it fell within the criteria of the fundamental review, due to increased safety concerns with the increase of pedestrians following the Bank Station Upgrade in 2022 as well as reputational concerns due to any delay to the project. Members agreed that there should be a wider review of the On-Street Parking Reserve and what that is allocated to, and that delegated authority be granted to the Town Clerk in consultation with the Chair and Deputy Chairman of Resource Allocation Sub Committee and the Chairman and Deputy Chairman of the Streets and Walkways Sub Committee.

RESOLVED – that:

- The following schemes be allowed to progress:
 - Repairs to Holborn Viaduct and Snow Hill Pipe Subways over Thameslink
 - All Change at Bank
 - Wanstead Park Ponds
 - City of London Girls' School Expansion – Loan facility
- The release of £660k to be drawn from the balances currently available in the On-Street Parking Reserve to be granted under delegated authority by the Town Clerk in consultation with the Chair and Deputy Chairman of Resource Allocation Sub Committee and the Chairman and Deputy Chairman of Streets & Walkways Sub Committee.
- The release of the £15.45m be approved to be drawn down from the general reserves of City's Cash, subject to the approval of the relevant gateway reports.
- It be recommended to the Finance Committee and Court of Common Council to approve the allocation of up to £15.45m from the general reserves of City's Cash to provide loan funding for the Girls' School expansion project and fees to commence the Wanstead Ponds project.
- The scope of central funding sources captured within this review be noted as set out in paragraph 8 and confirm the principle of prioritisation to be adopted when considering funding allocation, in the first instance

considering the scheme objectives against agreed corporate priorities, irrespective of the specific source of central funding to be applied.

- It be noted that the case for central support to cover loss experienced by third party funders as a direct result of schemes being deferred or cancelled due to the fundamental review will be considered on a case by case basis.
- Approve that details of the annual bid process as set out in the report.

5. LOCAL IMPLEMENTATION PLAN (LIP) DELIVERY PLAN 2019/20-2021/22

The Sub-Committee considered a report of the Director of Built Environment concerning the provision of Transport for London funding to the City of London Corporation, specifically seeking approval for the formal adoption of the City Corporation's Local Implementation Plan (LIP) Delivery Plan for 2019/20 to 2021/22.

RESOLVED, that:

- The LIP Delivery Plan 2019/20 – 2021/22 be approved.

6. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE

There were no questions.

7. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There no other business.

8. EXCLUSION OF THE PUBLIC

RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

Item No.	Paragraph No.
9-11	3
12	3 & 7

9. NON-PUBLIC MINUTES

The non-public minutes of the meeting of the Resource Allocation Sub Committee held on 8 April 2019.

10. DEFERRED SCHEMES TO BE REVISITED

The Sub-Committee received a non-public appendix, which was considered in conjunction with item 4.

11. MASTERPLAN PHASE 1 - CITY OF LONDON SCHOOL MASTERPLAN

The Sub-Committee considered a joint report of the City of London School and the City Surveyor concerning the City of London School Masterplan.

12. **ADDITIONAL RESOURCES REQUEST**

The Sub-Committee considered a joint report of the Town Clerk and Chief Executive, the Chamberlain and Treasurer of the City of London Police Authority, and the Commissioner of the City of London Police.

13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

There were no questions.

14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB-COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

The Policy Chair thanked Deputy John Tomlinson for his work on both the Resource Allocation Sub Committee and the Policy and Resources Committee, as it was his last meeting.

The meeting ended at 12.58 pm

Chairman

Contact Officer: Emma Cunnington
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PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Wednesday, 24 April 2019

**Minutes of the meeting of the Projects Sub (Policy and Resources) Committee
held at the Guildhall EC2 at 11.00 am**

Present

Members:

Deputy Keith Bottomley (Chairman)	Marianne Fredericks
Deputy Jamie Ingham Clark (Deputy Chairman)	Christopher Hayward
Randall Anderson	Andrew McMurtrie
Karina Dostalova	Deputy Philip Woodhouse
Anne Fairweather	

Officers:

Peter Lisle	- Assistant Town Clerk & Director of Major Projects
Rohit Paul	- Town Clerk's Department
Sarah Baker	- Town Clerk's Department
Alistair MacLellan	- Town Clerk's Department
Chandni Tanna	- Town Clerk's Department
Caroline Al-Beyerty	- Deputy Chamberlain
Chris Bell	- Chamberlain's Department – City Procurement
Michael Harrington	- Chamberlain's Department – City Procurement
Mark Lowman	- City Surveyor's Department
Zahur Khan	- City Transportation Director
Leah Coburn	- Department of the Built Environment
Gillian Howard	- Department of the Built Environment
Tom Noble	- Department of the Built Environment
Paul Murtagh	- Department of Community and Children's Services
Sarah Williams	- City of London Police

1. APOLOGIES

Apologies were received from Nick Bensted-Smith, Deputy Catherine McGuinness and James Tumbridge.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

Andrew McMurtrie declared a non-pecuniary interest in Items 6 (Risk Review – Galleywall Primary School) and Item 18 (Risk Review – City of London Primary Academy Islington) by virtue of his role of Chairman of the Board of Trustees of the City of London Academies Trust.

The Chairman took the opportunity to discuss the recently announced Fundamental Review (FR) and the following points were made.

- The Chairman noted that the FR meant a temporary pause in the progression of new projects that required central funding, but that any projects currently in progress within the project gateway procedure would continue provided they were beyond Gateway 5, or their funding had already been agreed to the next gateway. Any projects that were not centrally funded and were instead funded by other sources such as s106, s278, or the Housing Revenue Account, would also continue to come before the Sub-Committee.
- In response to a comment, the Chairman agreed that corporate messaging used to describe the temporary pause should be as clear and concise as possible and that he would raise this point with the Chair of the Policy and Resources Committee, and at the next meeting of the Resource Allocation Sub (Policy and Resources) Committee.
- In response to a comment, the Chairman agreed that the temporary pause was not a blunt instrument that would affect all projects in a uniform way. Any projects that with potential extenuating circumstances requiring progression would be reviewed on a case-by-case basis but that care had to be taken not to undermine the purpose and objectives of the FR.
- The Deputy Chairman emphasised that the FR had been prompted, in part, by the forthcoming reduction in business rate receipts and the resulting need to ensure that project funding was in line with corporate priorities.
- The Assistant Town Clerk & Director of Major Projects noted that one planned outcome of the FR was a more sophisticated model of funding for major projects that included consideration by spending committees whether projects should proceed, even if project funding was guaranteed. Spending committees should also rigorously consider appropriate levels of spend on projects.
- A Member commented that project scrutiny would be aided by an appropriate level of detail in project reports.
- The Deputy Chamberlain noted that the City was moving to a position where capital spending was prioritised more effectively, with annual reviews of capital spending in the autumn each year.

3. **GATEWAY APPROVAL PROCESS**

Members considered a report of the Town Clerk regarding the Gateway Approval Process. In response to a comment, the Town Clerk agreed to liaise with a Member outside of the meeting regarding the potential for project approval thresholds to be considered in association with the Fundamental Review **(25/2019/P)**.

RESOLVED – that the Gateway Approval Process be received.

4. **MINUTES**

RESOLVED – That the public minutes and non-public summary of the meeting held on 22 March 2019 be approved as a correct record.

Matters Arising

Gateway 1/2/3/4/5 Provision of Staff Welfare Facilities at Chingford Golf Course, Epping Forest

A Member noted that Orion Harriers had agreed in principle to share welfare facilities with officers of the City of London Corporation. The Director of Open Spaces was currently reviewing, in liaison with City Procurement, how such an arrangement could be appropriately funded **(26/2019/P)**.

5. **PUBLIC ACTIONS**

Members considered a report of the Town Clerk regarding public actions arising from previous meetings. Members noted the written updates provided within the report, and the fact that the actions sheet going forward would be ordered according to whether a project was part of the Fundamental Review. The Town Clerk agreed to circulate an updated actions sheet outside of the meeting **(27/2019/P)**.

RESOLVED, that the report be received.

6. **RISK REVIEW: GALLEYWALL PRIMARY SCHOOL**

Members considered a risk review report of the City Surveyor regarding City of London Academy Southwark – Galleywall Primary School and the following points were made.

- The City Surveyor noted that the project had been classed as red due to a project funding shortfall – in the meantime, the Department for Education had agreed to meet the identified shortfall, including meeting £40k for £53k of identified project risk, with the remaining £13k under review. The School had proposed an additional spend of £79k, which the City Surveyor had made clear should be funded by the School and/or its parent organisation, the City of London Academies Trust. The overall project programme remained as had been agreed.

RESOLVED, that the report be received.

7. **GATEWAY 3 ISSUE - FINSBURY CIRCUS GARDEN REINSTATEMENT**

Members considered a Gateway 3 Issue report of the City Surveyor regarding Finsbury Circus Garden Reinstatement and the following points were made.

- The City Surveyor noted that this project now fell within the remit of the Fundamental Review and therefore had been paused.
- The Deputy Chamberlain noted that Crossrail were responsible for providing £4.1m of project costs with a further £1.6m being met from Open Spaces Community Infrastructure Levy (CIL) monies. It was this latter amount that had brought the project within the Fundamental Review.

- A Member welcomed the pause in the project, noting that it gave the City of London time to consider whether the western arm of Finsbury Circus could be permanently closed to traffic and incorporated into the public realm of the wider Finsbury Circus Garden.
- A Member noted that the £4.1m figure from Crossrail was subject to confirmation and should be considered as a project risk. Only c £0.3m had been received to date. Continued closure of the garden would also pose a reputational risk for the City.
- A Member noted that the project accounted for the majority of available Open Spaces CIL monies in the Square Mile.
- Members were unanimous in being uncomfortable with the funding context of the project and felt that the report should be deferred until further detail could be provided to the Sub-Committee at its next meeting, specifically around project funding in light of comments made by Members, and the cost of the interim scheme for the garden alongside how long that scheme would be in place (27/2019/P).

RESOLVED, that the report be deferred.

8. GATEWAY 1/2/3/4 - CITY OF LONDON HOUSING ESTATES PLAY AND BALL GAMES AREAS REFURBISHMENT

Members considered a Gateway 1/2/3/4 report of the Director of Community and Children's Services regarding City of London Housing Estates Play and Ball Games Areas Refurbishment. In response to a question, the Director of Community and Children's Services confirmed that public consultation formed an important element of the project, and that the refurbished equipment would be subject to annual maintenance.

RESOLVED, that Members

- Approve a budget of £30,200 to reach the next Gateway namely £6,050 staff costs and £24,150 fees.
- Note the total estimated cost of the project at £271,700 (excluding risk).
- Approve Option 1 (Replacement Facilities)
- Note the project risk register at appendix 3.

9. GATEWAY 5 ISSUE - 150 BISHOPSGATE (HERON PLAZA HIGHWAY)

Members considered a Gateway 5 report of the Director of the Built Environment regarding 150 Bishopsgate (Heron Plaza Highway Works) and the following points were made.

- In response to a question the Director of the Built Environment noted that the project had been graded as a green risk in spite of being on hold

for seven years as the overall development had been on hold, which had meant the highway works had been deferred.

- The Chairman noted that the project cost was subject to increase, which would likely trigger a governance threshold requiring Member approval.

RESOLVED, that Members approve an increase to the approved project budget of £76,668 in order to review the project design and submit a revised Gateway 5 report to the Chief Officer or Projects Sub-Committee, as appropriate.

10. **GATEWAY 3 ISSUE - ALL CHANGE AT BANK**

Members considered a Gateway 3 Issue report of the Director of the Built Environment regarding the Bank Junction Improvements Project: All Change at Bank and the following points were made.

- A Member noted that he hoped the project would be allowed to proceed by the Resource Allocation Sub (Policy and Resources) Committee and for On-Street Parking Reserve monies to be used accordingly.
- A Member noted that he would be requesting a breakdown of allocation of spend of the On-Street Parking Reserve at the forthcoming meeting of the Resource Allocation Sub (Policy and Resources) Committee.
- The Director of the Built Environment noted that a revised project timeline would be circulated to Members, subject to project approval by the Resource Allocation Sub (Policy and Resources) Committee **(28/2019/P)**.

RESOLVED, that Members

- Agree the intended project approach for the All Change at Bank Project
- Note the programme, milestones, costs and key risks as set out in the report and its appendices
- Agree a second Issues report being presented in November/December 2019 to approve a limited number of options to proceed to more detailed feasibility work.
- Approve the procurement approach outlined in paragraph 22 of the report and at appendix 5.
- Approve the requested budget increase from £1,179,000 to £1,810,761 (an increase of £631,761) to reach Gateway 4.

11. **GATEWAY 3 ISSUE - MUSEUM OF LONDON/ST PAUL'S GYRATORY**

The Town Clerk noted that this report had been withdrawn.

12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
There were no questions.
13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no items of other business.
14. **EXCLUSION OF THE PUBLIC**
RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.
15. **NON-PUBLIC MINUTES**
RESOLVED, that the non-public minutes of the meeting held on 22 March 2019 be approved as a correct record.
16. **NON-PUBLIC ACTIONS**
Members considered a report of the Town Clerk regarding non-public actions.
17. **PORTFOLIO OVERVIEW**
Members considered a report of the Town Clerk providing a Portfolio Overview.
18. **RISK REVIEW: CITY OF LONDON PRIMARY ACADEMY ISLINGTON**
Members considered a risk review report of the City Surveyor regarding City of London Primary Academy Islington.
19. **GATEWAY 3/4 ISSUE - DIGITAL INTERVIEW RECORDING SOLUTION**
Members considered a Gateway 3/4 Issue report of the Commissioner regarding a Digital Interview Recording Solution.
20. **GATEWAY 3/4 ISSUE - WILLIAM BLAKE ESTATE AND DRON HOUSE DOOR ENTRY SYSTEM REPLACEMENT**
Members considered a Gateway 3/4 Issue report of the Director of Community and Children's Services regarding William Blake Estate and Dron House Door Entry System Replacement.
21. **CROSSRAIL UPDATE**
Members considered an update report of the Town Clerk regarding Crossrail.
22. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
There were no questions.
23. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no items of other business.

The meeting closed at 12.35 pm

Chairman

Contact Officer: Alistair MacLellan / alistair.maclellan@cityoflondon.gov.uk

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PUBLIC RELATIONS AND ECONOMIC DEVELOPMENT SUB (POLICY & RESOURCES) COMMITTEE

Tuesday, 7 May 2019

Minutes of the meeting of the Public Relations and Economic Development Sub (Policy & Resources) Committee held at the Guildhall EC2 at 3.00 pm

Present

Members:

Simon Duckworth (Deputy Chairman, <i>who took the Chair</i>)	Christopher Hayward
Keith Bottomley	Andy Mayer
Tijs Broeke	Jeremy Mayhew
Anne Fairweather	Alderman William Russell
Alderman Prem Goyal	Sir Michael Snyder
Deputy Edward Lord	James Tumbridge

Officers:

Bob Roberts	- Director of Communications
Eugenie de Naurois	- Corporate Affairs, Communications
Sanjay Odedra	- Media, Communications
Peter Cannon	- Corporate Affairs, Communications
Nigel Lefton	- Remembrancers
Laura Davison	- Head of Research, Economic Development Office
Vic Annells	- Executive Director of Mansion House and CCC

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Deputy Catherine McGuinness, Karina Dostalova, Deputy Jamie Ingham Clark and Alderman Sir David Wootton.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were no declarations of interest.

3. MINUTES

RESOLVED – That the public minutes and summary of the meeting held on 7 March 2019 be approved as a correct record.

4. ELECTION OF CO-OPTED MEMBERS

The Committee proceeded to elect four co-opted Members to the Sub Committee in accordance with its terms of reference.

A list of five Members who had expressed interests was read and Dominic Christian, Alderman Prem Goyal, Andy Mayer and James Tumbridge were duly elected for the ensuing year.

5. **FINAL DEPARTMENTAL HIGH-LEVEL BUSINESS PLANS 2019/20 - COMMUNICATIONS & ECONOMIC DEVELOPMENT OFFICE**

The Sub-Committee received a report of the Town Clerk, Director of Communications and Director of Economic Development presenting the final high-level Business Plans for the Communications Team and the Economic Development Office within the Town Clerk's Department for 2019/20.

RESOLVED, that:

- The report be noted.

6. **EDO UPDATE**

The Sub-Committee received a report of the Director of Economic Development providing Members with highlights of the key activity undertaken by the Economic Development Office (EDO) in March and April.

Members heard how the *Locate, Create, Innovate* research publication had received positive feedback at MIPIIM and from other stakeholders. Members requested that actions from visits are brought out more in the update reports.

The Chair of Establishment requested that the Government Equalities Office and City Corporation research into Women's Progression in the Workplace and the Gender Pay Gap be reported to the Establishment Committee for information.

RESOLVED, that:

- The report be noted.

7. **CORPORATE AFFAIRS UPDATE**

The Sub-Committee received a report of the Director of Communications providing a monthly update of the Corporate Affairs Team's activities in supporting the City Corporation's strategic political engagement.

RESOLVED, that:

- The report be noted.

8. **PARLIAMENTARY TEAM UPDATE**

The Sub-Committee received a report of the Remembrancer updating Members on the main elements of the Parliamentary Team's activity in support of the City of London Corporation's political and parliamentary engagement.

A Member asked for the departmental risk on political instability be reported to this Sub-Committee as well as the Audit & Risk Management Committee.

Members also asked for more information on the Air Quality Bill to be reported to the Port Health and Environmental Services Committee and the Planning and Transportation Committee in due course.

RESOLVED, that:

- The report be noted.

9. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

There were no questions.

10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were no urgent items.

11. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Item	Paragraph
12 – 13	3

12. **NON-PUBLIC MINUTES**

The non-public minutes and summary of the meeting held on 7 March 2019 were approved.

13. **NON-PUBLIC NOTE OF THE PUBLIC RELATIONS AND ECONOMIC DEVELOPMENT SUB COMMITTEE AWAY DAY**

The non-public note of the informal meeting held on 2 April 2019 were approved, subject to some comments tabled by the Chair of Policy ahead of the meeting.

14. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

There were no questions.

15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no items of urgent business.

The meeting closed at 3.20 pm

Chairman

Contact Officer: Emma Cunnington
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Committee(s): Education Board Policy & Resources Committee	Date(s): 23 May 2019 6 June 2019
Subject: Review of the City's education grant funding	Public
Report of: Town Clerk & Chief Executive	For Decision
Report author: Polly Dunn, Town Clerk's	

Summary

This report seeks approval to undertake an independent review into the City's education grant funding activities and to establish a joint Education Board and Policy & Resources Committee Working Party, to assist with the work of the review and report back recommendations to the relevant Grand Committees.

The scope of the proposed review is set out below, as well as the proposed terms of reference (appendix 1), composition and frequency of meetings of the Working Party.

Recommendations

Members are asked to:

- Consider and agree the scope of the independent review of City Education Grant Funding;
- Consider and agree the terms of reference of the City Education Grant Funding Joint Working Party as set out in appendix 1;
- Appoint Members to the Working Party; and
- Approve that any further changes to the terms of reference of the Working Party be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman of both the Education Board and Policy & Resources Committee.

Main Report

Background

1. At the end of 2016, the Education Board, Resource Allocation Sub Committee and Policy & Resources Committee considered a report on grant funding for Christ's Hospital and King Edward's School Witley. Discussions led to expressed dissatisfaction with the process at which the education grant funding allocations had been arrived at. It was proposed that a working party be constituted to look at how the City could most effectively allocate grant funding to its Family of Schools.
2. The matter of the City's spending on education related activities more broadly was revisited by the Education Board at its meeting in May 2018. The Board once again recommended the establishment of a working group to consider more consistent methods for deciding education fund allocation.

Current Position

3. These recommendations were taken away and progressed by the Chair of the Education Board in consultation with the Town Clerk and Chair to the Policy & Resources Committee.
4. During consultations it was agreed that an independent review would be commissioned, and that this review was to be supported by a joint working party of the Education Board and Policy & Resources Committee. An independent Chair to conduct this review had been sought and in February 2019 Sir Mike Tomlinson CBE was appointed.
5. Sir Mike Tomlinson assisted the Town Clerk, Chair of Policy & Resources and Chair of the Education Board with the following proposed scope of the review:
 - i) To review grant funding provided by the City of London Corporation for its Family of Schools, consulting the affiliated Working Party, Members, officers, Chairs of Governors and Principals of those schools as necessary;
 - ii) To assess and report on the impact of such funding and how it correlates to the City of London Corporation's strategic priorities;
 - iii) To provide recommendations to the Working Party on the method of City grant funding that will optimise impact for recipient children whilst respecting the City of London Corporation's historical links; and
 - iv) To report to Policy & Resources and the Education Board the recommendations as approved by the Working Party.
6. The draft terms of reference outlining the role of the Working Party in relation to the review are outlined in appendix 1. A proposed composition will be tabled at Committee.
7. In their present form, the terms of reference resolve that Members appointed to the Working Party would be responsible for the purpose of consultation and oversight of the Chair's final recommendations to the Policy & Resources Committee and the Education Board.
8. If approved, the working party will meet three times over the course of four months, with the final recommendations of the working party to be delivered to the November 2019 meetings of the Education Board and Policy & Resources Committee.

Corporate & Strategic Implications

9. Current City grant funding arrangements for educational activities are not sufficient in enabling the vision of the City of London Corporation to be fulfilled as set out in the 2018-23 Corporate Plan. In order for to Corporation to ensure *people have equal opportunities to enrich their lives and reach their full potential*,

grant giving should have a stronger framework and link more directly to the Education, Culture & Creative Learning, and Skills strategies.

Financial Implications

10. Sir Mike Tomlinson has agreed to conduct the review pro bono, with reasonable reimbursement of expenses incurred whilst undertaking any activities relating to the review. The other primary cost of this review to the Corporation will be in City Corporation staff resource. Cost implications of any of the final recommendations will be considered at the point of reporting and/or implementation.

Conclusion

11. It is hoped that an independent review into City grant funding of education activities will enable greater impact for the money spent in the sector, ultimately leading to the improved educational offering of the City of London Corporation.

12. Members wishing to express an interest in sitting on the working party can do so by emailing polly.dunn@cityoflondon.gov.uk.

Appendices

- Appendix 1 – Draft Terms of Reference for the joint City Grants Review Working Party.

Background Papers

- City of London Corporation Grants Review: Grant Funding for Christ's Hospital and King Edward's School Witley (*Education Board – November 2016*) (*Policy & Resources – December 2016*)
- Analysis of the City's Spending on Education Related Activities (*Education Board – May 2018*)

Polly Dunn

Senior Committee and Member Services Officer

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Appendix 1 – Draft Terms of Reference for the Joint City Education Grant Funding Working Party

Composition:

- The Chair and Deputy Chair of Policy & Resources Committee
- The Chair and Deputy Chair of the Education Board
- Two further Members of the Policy & Resources Committee
- Two further Members of the Education Board

Quorum:

The quorum shall be the Chairman and any three Members.

Terms of Reference:

The Joint City Education Grant Funding Working party will:-

- (i) Consult on the independent review of City Education Grant Funding being conducted by the Chair of the review; and
- (ii) have power by a simple majority of those present and voting at a meeting of the Working Party to approve the final recommendations of the review, for reporting to the Policy & Resources Committee and Education Board.

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Committee(s): Education Board – For decision Policy & Resources – For decision	Date(s): 23 May 2019 6 June 2019
Subject: Revised Education Board Terms of Reference	Public
Report of: Town Clerk	For Decision
Report author: Polly Dunn	

Summary

At its meeting of March 2019, the Policy & Resources Committee queried proposed changes to the Education Board’s 2019/20 terms of reference and requested that the Education Board refine the wording to resolve the concerns. This report highlights what these concerns were, how they have been addressed, and seeks approval for the revised terms of reference.

Recommendation(s)

That Members approve:

- the revised terms of reference of the Board, as set out at Appendix 1, subject to any comments, for submission to the Policy and Resources Committee and onward approval at the Court of Common Council; and
- that any further changes required be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

Main Report

Background

1. At its meeting of 10 January 2019, the Education Board approved a change to its terms of reference to incorporate mention of its three defined strands of its strategy: Education, Cultural & Creative Learning, and Skills.
2. The revised terms of reference were submitted to the Policy & Resources Committee in March 2019 for approval. The Committee raised concerns over potential confusion and conflict between the work of the Education Board and that of the Policy & Resources Committee specifically in relation to skills and the work of the Economic Development Office; for instance, the work delivered with Central London Forward and in relation to employability. There was also a call for clarity between the relationship between the Gresham (City Side) Committee and Education Board.
3. Alternative wording was drafted, however, due to the complexity of the concerns raised, the Comptroller & City Solicitor was consulted, and the matter was not resolved in time for the Court of Common Council’s Appointment of Committees

for 2019/20. As a result, paragraph 4(b) the Education Board's proposed 2019/20 terms of reference were returned back to their 2018/19 form pending further work. The Court Order was otherwise approved.

Current Position

Please note the following paragraph 4 was revised and tabled at the Education Board on 23 May 2019, following its original publication for the Education Board on 15 May 2019.

4. The advice of the City Solicitor & Comptroller on the two concerns of the Policy & Resources Committee is incorporated in the summary below:

Gresham (City Side) Committee and Gresham College

The Gresham (City Side) Committee's terms of reference reflect the City of London Corporation's responsibilities under Sir Thomas Gresham's Will as amended by subsequent Acts of Parliament; these obligations are outlined in the Gresham (City Side) Committee's Terms of Reference and summarised in Appendix 2. Gresham College is an arms-length charitable company. As such the City Corporation does not have any responsibility for the direct delivery of education, cultural learning or skills activities in respect of the Gresham (City Side) Committee or Gresham College. Therefore, given the specific nature of the City Corporation's obligations under the Will (as amended), the Education Board's Terms of Reference would not encompass the City Corporation's discharge of these obligations.

Scope of responsibility relating to the Economic Development Office

The desire of the Education Board at its meeting of 10 January 2019 was to include skills and employability in its terms of reference insofar as these responsibilities are consistent with the Education Board's strategies and do not encroach on the work of any other committees. This reflects the intention at the time the Education Board was established.

Additional matters

It is noted that the concerns raised by the Policy & Resources in relation to skills, could also be applicable to the Culture, Heritage and Libraries Committee in respect of the Education Board's Creative & Cultural Learning strategy.

5. Grammar amendments have been indicated throughout the terms of reference for consistency purposes.
6. In addressing the Education Boards wished-for changes and the Policy & Resources Committee's concerns, whilst upholding responsibilities originally bestowed to the Education Board upon its establishment, the revised terms of reference have been proposed in appendix 3.

Conclusion

7. Members are invited to comment on, and approve, the revised Education Board Terms of Reference at appendix 3, for onward approval by the Policy & Resources Committee and Court of Common Council.

Appendices

- Appendix 1 – Draft revised Education Board Terms of Reference
- Appendix 2 – Responsibilities of the City of London Corporation under Thomas Gresham's Will (as amended by subsequent Acts of Parliament)

Background Papers

- Public Minutes of the Education Board meeting held on 10 January 2019
- Public Minutes of the Policy & Resources Committee meeting held 14 March 2019.
- *The creation of the Education Board (March 2014)*

Polly Dunn

Senior Committee & Member Services Officer

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APPENDIX 2

ESTLIN, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 25th April 2019, doth hereby appoint the following Committee until the first meeting of the Court in April, 2020.
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EDUCATION BOARD

1. **Constitution**

A Non-Ward Committee consisting of,

 - 10 Members elected by the Court of Common Council, at least two of who shall have fewer than five years' service on the Court at the time of their appointment
 - Up to four external representatives, appointed by the Education Board, with appropriate expertise in the field of education (i.e. non-Members of the Court of Common Council, who shall have voting rights)
 - One member appointed by the Policy & Resources Committee
 - One member appointed by the Community & Children's Services Committee
2. **Quorum**

The quorum consists of any three Common Council Members and one of the four external representatives, except for the appointment of external representatives, when the quorum consists of any three Common Council Members.
3. **Membership 2019/20**

6 (4) Peter Estlin, Alderman
6 (4) Stuart John Fraser, C.B.E.
4 (4) Ann Holmes
6 (3) Henry Nicholas Almroth Colthurst
2 (2) Caroline Wilma Haines, *for three years*
2 (2) Benjamin Murphy, *for three years*
2 (2) Keith David Forbes Bottomley, Deputy
6 (2) William Anthony Bowater Russell, Alderman
2 (2) Ruby Sayed
2 (2) Philip John Woodhouse, Deputy

Together with four external representatives:-
Veronica Wadley (*appointed for a term expiring April 2020*)
Deborah Knight (*appointed for a term expiring July 2022*)
Tim Campbell (*appointed for a term expiring July 2023*)
Vacancy

And together with the appointed Members referred to in paragraph 1 above.
4. **Terms of Reference**
 - (a) To monitor and review the City of London Corporation's Strategies for Education, Cultural and Creative Learning, and Skills and to oversee its their implementation (including skills and work-related learning, and cultural and creative learning) in consultation, where appropriate, with the appropriate City of London Policy and Resources Committee and the relevant Service Committees responsible for its implementation; referring any proposed changes to the Court of Common Council for approval;
 - (b) To oversee generally the City of London Corporation's education activities (including, where relevant, the City Corporation's commitment to ensuring education promotes healthy lifestyles); consulting with those Committees where education responsibilities are expressly provided for within the terms of reference of those Committees and liaising with the City's affiliated schools and co-sponsors; post school learning providers, and cultural organisations but excluding Gresham College and any responsibilities of the Gresham (City Side) Committee;
 - (c) To be responsible for the oversight and monitoring of the City of London Corporation's sponsorship of its Academies, including the appointment of academy governors and, where relevant Members, Directors and Trustees;
 - (d) To The management of The City of London Corporation Combined Education Charity (registered charity no. 312836), subject to consulting with the Community and Children's Services Committee as to any policy to be adopted for the application of the charity's funds;
 - (e) To The management of the City Educational Trust Fund (registered charity no. 290840), subject to consulting with the Community and Children's Services Committee as to any policy to be adopted for the application of the charity's funds;

- (f) To constitute Sub-Committees in order to consider particular items of business within the terms of reference of the Board, including:-
Education Charity Sub (Education Board) Committee*
- (g) To recommend to the Court of Common Council candidates for appointment as the City of London Corporation's representative on school governing bodies where nomination rights are granted and which do not fall within the remit of any other Committee;
- (h) To monitor the frameworks for effective accountability, challenge and support in the City Family of Schools**;
- (i) To be responsible for the distribution of funds specifically allocated to it for education purposes, in accordance with the City of London Corporation's strategic policies;
- (j) **To oversee Oversight of the City of London Corporation's promotion of skills training and education-business link activities together with the Policy & Resources Committee and the Economic Development Office.**

* The constitution of The Education Charity Sub-Committee is set by the Court of Common Council and comprises four Members appointed by the Education Board and four Members appointed by the Community and Children's Services Committee.

The expression "the City Family of Schools" means those schools for which the City has either direct responsibility as proprietor, academy sponsor or local authority, or historic links. These include but are not restricted to: The Sir John Cass Foundation Primary School, The City Academy, Hackney; the City of London Academy Islington; **the academies managed by the City of London Academies Trust; the City of London School; the City of London School for Girls; the City of London Freeman's School **(the latter three all being institutional departments of the City Corporation)**; ~~and the academies managed by the City of London Academies Trust.~~

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Appendix 2: Responsibilities of the City of London Corporation under Thomas Gresham's Will (as amended by subsequent Acts of Parliament)

Under Thomas Gresham's Will (as amended by subsequent Acts of Parliament),

the City is required:

- 1) to pay £53.6s.8d (£6.13s.4d each) per annum to the Almsfolk
- 2) to pay £50 per annum each to four lecturers in Divinity, Astronomy, Music and Geometry

the City and the Mercers are required:

- 1) to provide proper places for the 8 Almsfolk
- 2) to provide the professors with £50 in lieu of lodgings
- 3) to provide a proper place for the lectures to be held

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Committee(s):	Date:
Policy and Resources Committee	6 June 2019
Subject: Crossrail Art Programme – Liverpool Street Station: Artist Agreements and Commuted Sum	Public
Report of: Town Clerk	For Decision
Report author: Matthew Pitt	

Summary

In November 2017, your Committee agreed in principle that the City of London (the City) would take ownership and responsibility for two artworks in the public realm at Liverpool Street station that are a part of the Crossrail Art Programme. This in principle approval was subject to the City and the Crossrail Art Foundation (the Charity) - which was set up in partnership between the City Corporation and Crossrail Limited - reaching an agreement on an appropriate commuted sum for the future care and maintenance of the sculptures.

Following the finalisation of budgets at all other stations, the Charity has now advised the City of the sum available to be transferred to it for this purpose. This report asks Members to consider whether to enter into agreements with the two Liverpool Street station artists, Crossrail Limited, artwork sponsors, landowners and any other parties in order to secure the delivery of these two artworks at Liverpool Street station.

The Charity has offered a commuted sum of £80,000 to cover the cost of maintenance for both artworks which is estimated at £21,000 per annum. This would cover no more than 4 years of the 25 year obligation leaving the remaining cost maintenance over the remaining 21 years of approximately £441,000 to be met by the City.

Recommendations

Members are asked to: -

1. Consider whether to enter into agreement(s) with the Conrad Shawcross Studio Ltd., Kusama Enterprises, British Land, Land Securities (and any other party) as necessary for the successful fabrication and installation of the two artworks;
2. Note that a sum for fabrication and installation will be transferred by the Charity to the City of London Corporation as highway and local authority to meet the costs of the two fixed price artist contracts;
3. Note that Crossrail Limited have advised the City of London Corporation that a sum of £80,188.09 remains in the Charity's budget to assist with the future costs of maintaining both artworks for a period no less than 25 years and the total net cost of maintenance over the period will be £441,000;

4. Agree that, subject to the City taking responsibility for the artworks, once the commuted sum is exhausted the City Surveyor's local risk budget be increased by £21,000 per annum, plus a sum for inflation based on the retail price index, to cover the cost of ongoing maintenance to be met from City's Cash Reserves; and
5. Delegate Authority to the Town Clerk in consultation with your Chair and Deputy Chair to manage any other matters relating to the closure and strike off the Crossrail Art Foundation.

Main Report

Background

1. The City of London Corporation (the City Corporation) is a principal funder of the Crossrail Art Programme (the Art Programme) having pledged up to £3.5m for artworks along the seven central London Elizabeth Line stations, the balance of funding being provided by private sponsors. The City Corporation also provided £250,000 of core funding to support the costs of administration of The Crossrail Art Foundation the charity established by the City Corporation and Crossrail Limited for the purposes of delivering the Art Programme (the Charity). Funding has been provided by the City Corporation from City's Cash.
2. In November 2017, your Committee agreed in principle to the City Corporation taking ownership and responsibility for two artworks in the public realm near the Liverpool Street station (at the Broadgate and Moorgate exits), subject to receiving an appropriate commuted sum from the Charity. This sum was to be a contribution towards the ongoing care and maintenance of the artworks. Visualisations of both artworks can be found in Appendices A and B.
3. The November 2017 resolution to accept ownership and responsibility for the artworks, in principle, was also subject to highway authority approval and land owner consents. The proposals have been separately evaluated by the City Corporation in its capacities as highway authority and planning authority with Stage 1 Approvals in Principle (highway approvals) being granted and planning permission having been consented for both artworks. The relevant land owner's consent has been confirmed and will form part of the agreement with British Land. In addition to the above, [the City Corporation's] City Arts Initiative and Culture Heritage Libraries Committee have previously approved the two artwork concepts – both were well received with recognition that the City would become the custodian of works by two internationally renown artists.
4. Other artworks within the Art Programme, with the exception of Canary Wharf, are located within the stations and will be owned by TfL and maintained by their Station Infrastructure Managers together with TfL's Art on the Underground. The artworks at Broadgate and Moorgate will be situated in the public realm; Art on the Underground will therefore be unable to take these on for TfL. Consequently, the Charity felt that it would be most appropriate for the City of London Corporation, as 50% funder of the Art Programme, also being the highways and local authority in the relevant areas, to act as custodian of the pieces.

5. Delays with delivery of the Elizabeth Line continue, and the railway is not expected to open until late 2020. Within this challenging environment, the Art Programme has successfully delivered 7/10 artworks to date. The remaining artworks at Tottenham Court Road and Liverpool Street are due to be delivered by the end of 2021. The delays to delivery at Liverpool Street will ensure their installation is aligned with the adjacent development activities of the private sector artwork sponsors, Land Securities (Moorgate) and British Land (Broadgate).
6. In December 2018, the Trustees of the Charity re-affirmed their decision to close the charitable company at the earliest opportunity following finalisation of arrangements for the remaining artworks. It is hoped that this can be achieved by the end of the year.

Current Position

Commuted Sum

7. Following finalisation of the artwork budget at Tottenham Court Road, it has now been possible for the Charity to notify the City Corporation of the remaining funding available for the ongoing maintenance of the artworks, £80,188.09.
8. When your Committee gave its approval in principle in November 2017, a greater commuted sum had been anticipated. However, those funds have instead been directed for their original purpose – to design, fabricate and install artworks.
9. The impressive artwork by Yayoi Kusama at Liverpool Street has proved particularly challenging due to its scale and the complexity of the engineering involved. When tenders for the fabrication and installation were returned in late 2018, they exceeded expectation and budget. Cost Engineering and scrutiny of the contracts was carried out by Crossrail Limited, British Land and the City Corporation to reduce costs. British Land have since pledged an additional £150,000 (match-funded by the City Corporation from its £3.5m funding commitment). These additional contributions together with left over funding from other stations across the line make it possible to deliver the Kusama artwork at Liverpool Street.
10. Quotations for the annual maintenance of both artworks have been sought from conservators, Rupert Harris. The combined quotation for both artworks amounts to £21,000 per annum (2018 prices). The commuted sum would therefore be expected to last no more than 4 years of a 25 year obligation.
11. The maintenance funding shortfall over the remainder of the 25 years is estimated to be circa £441,000 (2018 prices). Should Members wish to proceed an additional £21,000 per annum will need to be included in the City Surveyor's local risk budget once the commuted sum is exhausted.
12. It should be noted that the £80,188.09 maintenance sum would be drawn from the remainder of the City's original £3.5m pledge, including monies unspent following the completion of artworks at the other Elizabeth Line stations.

Artist contracts

13. Officers from the Town Clerk's, Comptroller and City Solicitor's and Built Environment Departments have been working with Crossrail colleagues on a range of technical and legal matters, including planning applications, technical approvals and the drafting of contracts. A joint approach has been taken to help ensure a smooth handover of responsibilities as Crossrail Limited de-mobilises and the Charity is closed.
14. The City Corporation needs to enter into two agreements for each artwork – a contract with the relevant artist dealing with fabrication and installation, and a tripartite agreement with Crossrail Limited and the respective private sponsors/landowners governing rights, roles and responsibilities. Authority is sought for the City Corporation to enter into those agreements, subject to the Charity Trustees' agreement to the financial arrangements.
15. Entering into agreements with the artists and other parties goes beyond the original intentions for the City Corporation's involvement in the Art Programme. It does however represent a pragmatic solution to enable delivery of the artworks at Liverpool Street Station in the circumstances.
16. If Members were minded to rescind their previous in principle decision this would force the Charity to consider the viability of the Kusama artwork proposed at Broadgate and likely leave a significant gap in the Art Programme at the new Elizabeth Line Liverpool Street station exits.

Proposal

17. It is proposed that Members consider whether to enter into agreement(s) with the Conrad Shawcross Studio Ltd., Kusama Enterprises, British Land, Land Securities to facilitate the successful fabrication and installation of these two artworks at Liverpool Street station;
18. It is further proposed that Members note that a fabrication and installation sum will be transferred to the City Corporation to meet the costs of the two fixed price artist contracts and that the Charity has advised the City Corporation that the available sum for maintenance of the two artworks is £80,188.09.

Financial Implications

19. The sums for fabrication/installation and maintenance will be transferred to the City Corporation, subject to the Charity's Trustees approving the respective artwork budgets. The Trustees are awaiting the City Corporation's view before finalising their budgets.
20. It should be noted that the sum to be transferred by the Charity for maintenance would be drawn from the remainder of the City Corporation's original £3.5m pledge (including monies unspent from some private sponsors at other stations) following the completion of artworks at the other Elizabeth Line stations.

21. Funding for the fabrication and installation of both artworks, including project management costs, will be transferred to the Department of Built Environment who will be overseeing the project as part of their Crossrail Works Programme.
22. The City Surveyor's Department will be responsible for the annual maintenance of the artworks and will therefore receive the maintenance sum. Should Members decide to proceed then an adjustment of £21,000 a year, with an allowance for inflation, would be required to the City Surveyor's local risk budget once the commuted sum has been exhausted.

Conclusion

23. Members are asked to consider whether to uphold their approval in principle to the City Corporation taking on responsibility for the fabrication, installation and maintenance of these two artworks at Liverpool Street station. If the City Corporation were to agree to these proposals it would receive the full budget for fabrication and installation of the artworks. All available funding that remains unspent, £80,011.09, would be transferred to assist with the maintenance of these artworks with any short fall to meet the 25 year maintenance commitment for each artwork needing to be met by the City Corporation.

Appendices

Appendix A – Manifold – Conrad Shawcross

Appendix B – Infinite Accumulation – Yoyoi Kusama

Background Papers

1. Crossrail – Report to the Policy and Resources Committee, 12 December 2013.
2. Crossrail Art Foundation – Report of the Policy and Resources Committee to the Court of Common Council, 24 July 2014.
3. Crossrail Art Foundation – Report to the Policy and Resources Committee, 8 September 2016

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Appendix A – Manifold, Conrad Shawcross



Appendix B – Infinite Accumulation, Yayoi Kusama



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Committee(s)	Date:
Policy and Resources	6 June 2019
Subject: Sponsorship of the IPPR Commission on Environmental Justice	Public
Report of: Director of Communications	For Decision
Report author: Head of Corporate Affairs, Eugenie de Naurois Jan Gokcen, Corporate Affairs Officer	

Summary

The Institute for Public Policy Research (IPPR), founded in 1998, is a registered charity and independent think-tank. The IPPR engages with the public, opinion formers, and policymakers and politicians from across the political spectrum.

In April 2019, the IPPR launched the Environmental Justice Commission (EJC), an ambitious two-year programme aimed at setting out a series of policies to establish an environmentally sustainable UK economy. Its key objectives include demonstrating the wider benefits of a sustainable economy through the creation of green jobs and equitable prosperity; looking at ways to achieve a ‘Just Transition’ to a net zero carbon emission economy; providing the UK with a platform to show leadership on climate change and ‘Just Transition’ ahead of the next United Nations’ Conference of the Parties (COP26) on Climate Change in 2020.

It is proposed that the City Corporation becomes a sponsor of the EJC.

Sponsorship of the EJC would cost £40,000 for the first year. After an evaluation of the ECJ’s first-year performance, a request for an additional £40,000 in funding will be made in the next financial year, subject to a satisfactory performance and demonstration of added value to the City Corporation.

Sponsorship of the EJC will enable the City Corporation to make a substantive contribution to the debate on how climate change is best tackled. It will build on other initiatives such as the Green Finance Initiative and the Green Finance Institute, Furthermore, it will develop and enhance the City Corporation’s workstreams on tackling climate change, at local, national and international levels.

Recommendation(s)

This Committee is asked to approve £40,000 from your Committee’s Policy Initiatives Fund, categorised under ‘Promoting the City’ and charged to ‘City’s Cash’, to sponsor the first year (2019/20) of the IPPR’s Environmental Justice Commission (EJC). Should the EJC demonstrate added value in its first year, this Committee will be asked to sponsor the second year of the EJC (2020/21) in April 2020.

Main Report

Background

1. The City Corporation has been a corporate sponsor of the IPPR since 2008. In addition, the City Corporation has worked with the IPPR on several high-quality individual research pieces and events.
2. In June 2016, this Policy and Resources Committee approved a proposal, put forward by the Corporate Affairs team, to fund the IPPR's Commission on Economic Justice, which examined the challenges facing the UK economy and produced recommendations for substantial economic reform. The report was well received. Most notably, John McDonnell MP, Shadow Chancellor of the Exchequer, described the Commission on Economic Justice as a 'Beveridge Report for the 21st Century'.

Proposals

3. The proposal is to sponsor the IPPR's Environmental Justice Commission (EJC) as a 'Research Partner', costing £40,000 per year for two years. Should this proposal be approved, this Committee will decide on funding the second year of the EJC, subject to the EJC demonstrating value added in its first year.
4. Sponsorship of the EJC will secure a place for a City Corporation representative on the Commission, contribute to the Commission's research, and therefore visibly involve the City Corporation in the debate concerning the achievement of a net zero carbon emission economy. In addition, the City Corporation will be recognised in thematic reports and receive invitations to related events.
5. The EJC will focus its research on the 'economic and social systems [that] contribute to climate change and wider environmental breakdown'. Specifically, the EJC will provide recommendations for a 'Just Transition' to a net zero carbon emission economy – that is, a transition to an environmentally sustainable economy that secures the future livelihoods of workers and their communities.
6. In its bid to create 'an ambitious programme of reform, capable of tackling the dual problems of climate change and wider economic and social justice', the EJC has set the following objectives to:
 - a. 'Set out the bold policy action required to green our economy and to ensure that the UK makes a fair contribution to tackling climate change and wider environmental breakdown';
 - b. 'Demonstrate how bold action can provide enormous benefits for communities, through the creation of green jobs, spreading prosperity and ensuring a Just Transition in the UK';
 - c. 'Help build the public and political support required to deliver this ambitious programme of reform';
 - d. 'Provide the UK with a platform to demonstrate real leadership on the issues of climate change and Just Transition ready for the next Conference of the Parties (COP26) in 2020.'

7. The EJC will be co-chaired by cross-party figures from Labour, Conservative and Green parties. The Commission will also feature leading figures from business, academia, civil society, trade unions, local communities and the wider environmental movement. Moreover, the Commission will be supported by an 'Expert Advisory Panel', which will be comprised of experts and activists.
8. Enlisted Commissioners include Ed Miliband MP, former Leader of the Labour party, Caroline Lucas MP, Green Party MP for Brighton Pavilion, Laura Sandys, Conservative MP between 2010-15, and Angela Francis, Chief Economic Advisor, WWF UK.
9. There will be six key features of the Commission's operation: engagement with key experts and policymakers; in-depth qualitative research; in-depth quantitative research; organisation of 'Citizens Juries'; generation of wider support; and talent-nurturing for young people. The EJC will therefore position its recommendations on people, policy and politics.
10. Looking at sectors such as power, transport, and industry, the EJC will comprise three stages. First, the EJC will provide an Inception Report, which will define the scale of the challenges, an analysis of its impacts, and a breakdown of its initial findings. Second, thematic and sectoral reports will follow on topics such as governance, finance and business, trade, and green jobs and industrial strategy. These reports will examine the status, mitigation, options and policy opportunities for each theme and/or sector. Third, the EJC will produce its final report, which will draw the findings together to provide a comprehensive list of recommendations on how a Green Economy can be best achieved.
11. The EJC will operate on a two-year basis. The Inception Report will be launched in October 2019; the theme-based papers will be released by June 2020; while the final report will be delivered by June or July 2021. Throughout this period, Commissioners will take part in theme-based roundtables and meetings, partnership meetings with EJC stakeholders, and meetings exclusively comprising EJC Commissioners. Moreover, the launch of the final report will be accompanied by a national conference on the 'Green New Deal'.

Implications

12. It is proposed that the required funding of £40,000 is drawn from your Committees 2019/20 Policy Initiatives Fund, categorised under 'Promoting the City' and charged to *City's Cash*. The current uncommitted balance in the 2019/20 Fund is £582,883. Prior to any allowance being, the sum available in the Fund is £582,883.

Conclusion

13. The proposed sponsorship of the IPPR's Environmental Justice Commission accords well with the City Corporation's workstreams and initiatives concerning environmental sustainability; sponsorship will therefore enhance the City Corporation's contribution to a public debate of critical importance and growing primacy on the political landscape.

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Committee(s):	Date:
Policy & Resources – For decision	06 June 2019
Subject: Sponsorship of the 2019 London Conference	Public
Report of: Bob Roberts, Director of Communications	For Decision
Report author: Colton Richards, Town Clerk's Department	

Summary

As part of the City of London Corporation's Corporate Plan, 2018-23 there is a stated aim to engage with London on key issues of concern to our communities. The City Corporation continues to support projects that accord well with this policy priority.

In recent years the City Corporation has sponsored the Centre for London's annual London Conference, where political, business and third-sector leaders discuss issues affecting London and its future.

The 2019 London Conference will be held on 5 November 2019 and will look to explore what London's leaders must do to solve London's critical challenges ahead of the Mayoral election in May 2020.

It is proposed that the City Corporation agree to be a sponsor of the 2019 London Conference for £25,000, to be drawn from the Policy Initiatives Fund. Support for this project ensures the City Corporation seeks to promote the interests of people and organisations across London.

Historically, this event has been funded through the Policy Initiatives Fund. However, since it has become a recurrent annual item we recognise it will now be more appropriate to seek a budget uplift so the funding becomes part of the operational budget of Corporate Affairs.

Recommendation

Members are asked to agree to sponsor the Centre for London's 2019 London Conference for a cost of £25,000 from the 2019/20 Policy Initiatives Fund, categorised under 'Events' and charged to City's Cash.

Main Report

Background

1. The Centre for London is a politically independent, not-for-profit think-tank and charity focused on exploring economic and social challenges across London. The Centre of London's stated mission is to "develop new solutions to London's critical challenges and advocate for a fair and prosperous global city."

2. The City Corporation has a longstanding relationship with the Centre for London, having given seed funding when the Centre was first set up in 2011, and further core funding in 2012 and 2013. It has collaborated with the Centre on several high-level events and projects, including being a major sponsor of the London Conference every year since 2014.
3. Each year, the Centre for London holds its 'London Conference', where different policy issues affecting London are discussed with speeches, panel events, debates and interactive sessions. The conference is an invite-only event for business, third sector and local government leaders. Representatives associated with the City Corporation who have previously spoken at the conference include the Chair of Policy and Resources, Sir Mark Boleat, Sir Nicholas Kenyon and Sharon Ament.
4. The Chair of Policy and Resources spoke at the 2018 London Conference, where the theme was '*Working Capital*', which focused on inclusive growth in London and ensuring all Londoners can access economic, social and cultural opportunities in the capital. Sadiq Khan, the Mayor of London, gave the keynote address. Other participants on the conference agenda included Sir Peter Bazalgette, former Chair of Arts Council England, Cllr Georgia Gould, Leader of Camden Council, James Murray, Deputy Mayor of London for Housing and the author and social innovator Charles Leadbeater.

Current Position

5. This year's London Conference will be held at the Royal Institution on 5 November 2019. The conference will seek to set out what the capital's leaders must do to solve London's critical challenges, against the backdrop of the 2020 Mayoral election.
6. As has been the case with previous conferences, business, third sector and local government leaders from across London will be invited to speak. In addition, McKinsey & Company and JLL, the real estate services firm, have confirmed their sponsorship of the conference. Other sponsors are expected to come on board in due course.
7. In the build-up to the London Conference the Corporate Affairs team will lead on engagement with the Centre for London, through attendance at advisory group meetings, in shaping the conference programme and ensuring issues on the City Corporation's agenda are included.

Proposal

8. It is proposed that the City Corporation agree to sponsor the 2019 London Conference for £25,000.
9. As a sponsor of the London Conference, the City Corporation would have:
 - A speaking opportunity at the conference
 - Membership of the advisory group planning the conference

- Acknowledgement as a major sponsor from the platform, on the invitation, in event collateral (online and on the day) and in relevant media communications
- Second priority brand presence on the invitation and in all event collateral
- Branding at the event and in promotional materials
- 10 delegate places at the conference
- Access to the final delegate list prior to the conference
- Opportunity to produce a bespoke insert to be included in the delegate packs, distributed to all delegates on the day.

Corporate & Strategic Implications

10. Supporting and participating in this project accords well with the City Corporation's key policy priority of engaging with London key issues of concern to our communities, as set out in the Corporate Plan 2018-23, in particular the outcomes that ensure a) communities are cohesive and have the facilities they need and b) that we inspire enterprise, excellence, creativity and collaboration.

Financial Implications

11. It is proposed that the required funding of £25,000 is drawn from your Committee's 2019/20 Policy Initiatives Fund, categorised under 'Events' and charged to City's Cash. The current uncommitted balance in the 2019/20 Fund is £582,883 prior to any allocation being made for any other proposals on today's agenda.

Conclusion

12. Sponsoring the 2019 London Conference will provide an opportunity for the City Corporation to continue its strategic engagement with key audiences on policy issues affecting London and to demonstrate the City Corporation's involvement in important policy debates on the future of the capital city.

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Committees:		Date(s):
Port Health & Environmental Services	For Decision	21/05/2018
Policy & Resources	For Decision	06/06/2019
Subject:		Public
Developing a London Primary Authority Hub		
Report of:		For Decision
Interim Director of Consumer Protection & Market Operations		
Report author:		
Tony Macklin, Assistant Director (Public Protection)		

Summary

This report seeks Members approval to explore with other local authorities, the potential for working together in partnership to pilot a Primary Authority 'Hub' delivery model for 12 months.

A number of local authorities including the City of London Corporation would pool their collective regulatory and technical expertise and service both their existing and new Primary Authority Partnerships established after the commencement of Hub arrangements.

All the incumbent administrative and account management functions of each Primary Authority Partnership would be handled by two staff in the 'Hub', operating out of the City of London but servicing all member local authorities Primary Authority partners.

Finally, the pilot would test whether or not additional income could be increased from within existing technical staff resources and also if chargeable non-Primary Authority advice is also a viable offering to businesses.

Recommendations

That:-

- a) Members endorse the approach taken by the Port Health & Public Protection Division to-date; and that
- b) Members further request that:-
 - (i) the Interim Director of Consumer Protection & Markets Operations seeks partnership relationships with other willing local authorities to set up and pilot a Primary Authority "Hub" delivery model as described above in order to test out its efficacy for the future; and
 - (ii) reports back at the end of the pilot.

Main Report

Background

1. Primary Authority is a government scheme which establishes a working partnership between a business and its chosen local authority regulator for Environmental Health, Trading Standards, Fire and certain Licensing services.
2. The chosen regulator (i.e. the chosen local authority) becomes the Primary Authority for that business, helps it interpret and comply with legal requirements and provides Primary Authority advice to the business which, when implemented by the business at all of its sites, outlets, shops, etc., cannot easily be challenged by other regulators.
3. Primary Authority, therefore, provides confidence for a business, reduces the cost of compliance and ensures consistency of approach. It is the government's preferred means of delivering high-quality regulatory services. Any business can opt into Primary Authority if it chooses and once in place, the statutory scheme operates according to legislation and statutory guidance.
4. There are currently 63,000 partnerships in the UK., the majority of which are for Co-ordinated Primary Authority Partnerships - e.g. involving Trade Associations and all their members. The City of London Corporation (City Corporation) currently operates 15 Primary Authority partnerships, 4 of which are of the Co-ordinated variety with multiple members.
5. In 2017/2018, the consultants, **OneResolution**, carried out a research project across the Port Health & Public Protection Division to evaluate our existing Primary Authority partnerships and to make recommendations about whether to upscale, reduce or maintain those current partnerships. This work has resulted in improvements to our existing primary authority offer, our own in-house quality and has focused our efforts on those partners who will derive the most benefit. As a result, we can be assured that the primary authority services we provide are of top quality and that we are well-positioned to consider next steps. Such an evaluation and the confidence it brings is relatively rare amongst UK local authorities.
6. The potential for joining up with up with other local authorities to offer Primary Authority partnerships as a collective 'Hub' was also explored as this is an increasingly popular delivery model in the UK because of its potential for drawing on a wider pool of technical expertise, of boosting resilience for partnerships, minimising risk and for maximising income.
7. Those preliminary discussions with other London local authorities with similar values have revealed an enthusiasm in up to five of them to start developing ways of working closer together around a 'Hub' model.
8. The project also examined options for the provision of non- Primary Authority business support as well as cost recovery/income generation potential.

Current Position

9. The 'Hub' model will offer Primary Authority and non-Primary Authority support to businesses, which will generate income to be shared between 'Hub' partners, as well as funding an Account Manager (0.5 FTE) and Admin Support Officer (0.8 FTE).
10. These two posts will collectively together an develop and drive the operation, devise its processes and procedures, promote its services, secure business partnerships and recover income; this leaves the technical expertise of the local authorities to be the technical experts, sharing expertise for niche market advice on specialist subjects - .e.g. working at height
11. The next stage is to test the efficacy of this 'Hub' model and run a pilot project for up to 12 months. However, none of the local authorities whom we have so far discussed this with so has indicated that they have the resources to finance such a pilot, but we feel that this is an opportunity still worth exploring.
12. We, therefore, hope to secure funding of £63,000 through either carry-forward monies or failing that, at a reduced scale initially, through local risk budgets across the Division, given the range of its functions currently and potentially involved in Primary Authority work.

Options

13. Therefore, there are two essential options:-

Option One – do nothing and simply retain our existing Primary Authority partnerships, managed from within existing resources but not growing through our inability to take on any new Primary Authority work that we are periodically approached about. Businesses we turn away would then seek partnerships with other local authorities instead.

or

Option Two – seek to increase our income over time through piloting a Primary Authority 'Hub' delivery model with Administrative and Account Management support, offering a collective delivery model which maximises the regulatory expertise of a number of local authorities, all of whom will increase their income initially through full-cost recovery and through potentially providing non-Primary Authority advice on the free market and all without the cost of administrating partnerships and chasing new "leads".

Recommendations

14. That:-
 - a) Members endorse the approach taken by the Port Health & Public Protection Division to-date; and that
 - b) Members further request that:-

- (i) the Interim Director of Consumer Protection & Markets Operations seeks partnership relationships with other willing local authorities to set up and pilot a Primary Authority “Hub” delivery model as described above in order to test out its efficacy for the future, and
- (ii) reports back at the end of the pilot.

Financial Implications

15. Should the proposed carry-forward funding of £63,000 not be forthcoming, then a reduced scale pilot, funded through local risk budgets would have to be deployed but would not be able to test the full efficacy of the delivery model.

Corporate & Strategic Implications

Legal Implications

16. Primary Authority Partnerships operate on a standard government template agreement which can be terminated easily by either party. It is proposed that any relationships entered into between the City Corporation and other local authorities will be under the auspices of a simple Memorandum of Understanding, the route preferred by the Department for Business, Energy & Industrial Strategy (BEIS) who govern the scheme and after consultation with the Comptroller & City Solicitor.

Corporate Plan 2018-2023

17. The principle of regulators supporting businesses underpins a wide cross-section of Corporate and High-Level Business Plan objectives and in particular, the M&CP High-Level Business Plan 2019/2020 as follows:

Contribute to a flourishing society

Outcome 1: People are safe and feel safe.

Outcome 2: People enjoy good health and wellbeing.

Support a thriving economy

Outcome 5: Businesses are trusted and socially and environmentally responsible.

Outcome 6: We have the world’s best regulatory framework and access to global markets.

18. Primary Authority also supports the guiding principles from our local Service Plans of:-
 - a) working with businesses and other regulatory partners to make workplaces safer and healthier and more hygienic by providing a level playing field for responsible businesses through advising, promoting, and where necessary, enforcing good standards of risk-based control in all fields;

- b) developing services that contribute to improved management and control of risks by sharing our knowledge and that of other regulatory partners; and
- c) using the range of tools at our disposal effectively to influence businesses' behaviour, keeping the interests of both business and consumers at the heart of what we do.

Conclusion

19. The Primary Authority 'Hub' delivery model offers, through partnership working, the opportunity to maximise the regulatory expertise of a number of local authorities and at the same time generate additional income:-
- a) firstly, from Primary Authority Partnerships; and then going forward,
 - b) from non-Primary Authority business advice.

Appendices

None.

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Committee(s) Policy and Resources - for Decision	Date(s): 6 June 2019
Subject: Housing Delivery Strategy – Request for Funding to Appoint Advisors	Public
Report of: City Surveyor	For Decision
Report author: Fiona McKeith, City Surveyors	

Summary

The City of London Corporation (City Corporation) set a target to deliver 3,700 homes on sites in its ownership by 2025. The complexity, and subsequent timeline, of bringing some significant sites forward for development is such that this target may not be completed within the original timescale set.

In response to this, Policy and Resources committee approved on the 5 July 2018 a proposal by the Housing Delivery Programme Working Group to develop an additional policy and identify further external housing opportunities whereby the City Corporation can help unlock housing schemes whilst not competing with others in this market place. See Appendix 1. Funding to resource this was estimated as £100,000 and subsequently sought from the Finance Committee in September 2018, who in turn requested that the City Surveyor (CS) look instead to fund from the CS local risk.

A competitive procurement exercise has now been undertaken and won by Gerald Eve Property Consultants for a lump sum of £45,000 to undertake an opportunity search, analysis of identified opportunities and provide recommendations on approach and next steps for members to consider.

The consultants if appointed will undertake a workshop in the first instance with relevant officers and the Chairman of the Housing Delivery Programme Working Group to clarify the parameters of the search as well as the metrics for assessing the opportunities. The commission expects a minimum of ten opportunities to be identified within two months. The consultant will also provide a comprehensive scene setting of the current London Housing market, including drivers and constraints, to inform the analysis of the opportunities. The report output will be presented to the Working Group for consideration.

Subsequent funding to take forward viable opportunities within the context of the Fundamental Review would be separately requested should members wish to proceed with any of the opportunities.

It is not possible to fund this initial work through the CS local risk due to the carry forward into 2019/20 of circa £500,000 overspend from the previous year. Hence this report seeks approval for the budget of £45,000 to being drawn from the 2019/20 Policy and Resources Committee’s City’s Cash Project Contingency Fund. The current uncommitted balance available in the 2019/20 Policy and Resources Project Contingency Fund is £450,000 prior to any allowances being made for any other proposals on today’s agenda.

Recommendation

Members are asked to:

- (i) To approve the use of the 2019/20 Policy and Resources City's Cash Project Contingency Fund as the funding source for the £45,000 budget and respective external opportunity search and analysis.
- (ii) To note that should viable opportunities be identified which members wish to progress further funding to take these forward will be separately requested.

Appendices

Appendix 1 – 5 July 2018 Report - Policy and Resources Committee - Housing Delivery

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Appendix 1 – P&R Housing Delivery paper 5 July 2018

Committee	Dated:
Policy and Resources	5 July 2018
Subject: Housing Delivery	Public
Report of: Andrew Carter, Director of Community and Children's Services Paul Wilkinson, City Surveyor	For Decision
Report author: Simon Cribbens – Assistant Director, Community and Children's Services	

Summary

The City of London Corporation (City Corporation) set a target to deliver 3,700 homes on sites in its ownership by 2025. The complexity, and subsequent timeline, of bringing some significant sites forward for development is such that this target will not be completed within the timescale set. This is likely to reduce delivery of new homes by 2025 to the 700 units planned on existing social housing estates and 200 units on other sites.

Members of the Housing Delivery Programme Working Group would like the City Corporation to consider an additional policy to identify other housing opportunities, to resource the development of these options and commit in principle to investment in such options.

Recommendations

Members are asked to:

- Note the challenges to delivering the existing policy of 3,700 additional homes by 2025.
- Consider the development of an additional policy and options to increase the supply of new homes beyond the use of its own sites and if agreed to:
 - Agree in principle to the allocation of resources for future investment.
 - Note the potential and range options and opportunities set out.
 - Approve resources of up to £100k from City Cash to provide expertise and capacity to develop and propose costed options for delivery.
 - Amend the Terms of Reference of the Housing Programme Delivery Working Group accordingly.

Main Report

Background

1. In October 2015 the City of London Corporation set out its policy response to the capital's housing shortage. This committed to the delivery of 3,700 additional homes by 2025.
2. An assessment of opportunities to increase housing supply identified capacity within the City Corporation's existing social housing estates for approximately 700 additional homes. Outside of these estates, the City Corporation has identified sites in its ownership with the potential to deliver a further 3,000 new homes post their current operational or investment use.
3. The shortage of housing in London remains acute. Since the City Corporation set out its approach in 2015, the capital has witnessed the tragic events of Grenfell Tower, and renewed commitments to tackling housing shortage from the government and Mayor of London. These have served to ensure housing remains a significant political, social and economic issue.
4. This context provides an opportunity for the City Corporation to fulfil the aims of its Corporate Plan to contribute to a flourishing society and thriving economy.

Current Position

5. Delivery on sites within the City Corporation's social housing estates has focused on smaller scale development, yielding 62 new homes to date. Seven other current schemes are expected to deliver a further 270 new homes, support by £14.6 million grant funding secured from the Greater London Authority (GLA).
6. Beyond these schemes, delivery within the social housing portfolio will focus on larger scale opportunities offering better economies and value (albeit at greater complexity). This focus coincides with changes to planning policy, London Plan targets and approaches in boroughs in which the Corporation has housing stock. Together, these offer the potential to deliver more homes than originally proposed for these estates.
7. However, the social housing (Housing Revenue Account) business plan is being reviewed in the light of investment commitments arising from a new stock condition survey of existing homes, and commitments to retrofit fire safety measures. These needs may reduce the resources available for new build development.
8. The greatest potential for delivery on other City Corporation sites is focussed on the opportunities provided by the Markets Review. These sites have been assessed as having capacity to deliver in excess of 4,000 homes, subject to planning. However, realising these opportunities is subject to decisions regarding the relocation of existing wholesale markets, planning challenges, and a change in legislation. The timeline and complexity of these elements means the sites may

not be available for redevelopment for up to ten years. Therefore, there can only be confidence in the delivery of the 700 homes planned on existing social housing estates by 2025 and a further 200 units on other sites (see Appendix 1)

9. Other significant opportunities are being explored, but are contingent on negotiation with, and the co-operation of, third party leaseholders and the local planning authority.

Housing Delivery Programme Working Group

10. To support the City Corporation's housing delivery, a member-led Housing Delivery Programme Working Group has been established. Its remit relates to the delivery of the target and policy agreed in October 2015. The conclusion of members of this Working Group is that the delivery of 3,700 new homes on these sites cannot be achieved by 2025.

11. This conclusion has given rise to consideration within the Working Group as to whether the City Corporation's contribution to tackling housing shortage should be met through additional policy approaches. It is proposed by members of that Working Group that any such approaches, if supported, should

- i. Look at all opportunities for delivering new homes with a focus on:
 - City Corporation owned land
 - land owned by other London Boroughs or authorities within close proximity to London that could be developed in partnership with the City Corporation
 - land owned by other parties including the GLA, Homes England, Housing Associations, the NHS, TfL or similar that could be developed in partnership
- ii. Where such opportunities:
 - drive additional volume that might not otherwise be delivered
 - accelerate housing output.

12. In doing so the City Corporation would seek to provide and encourage the provision of homes of mixed tenures for those on a range of incomes. It would avoid simply bidding for land on the open market where the role of City Corporation would not bring added value, additional volume or accelerate delivery.

13. Such an approach would recognise the potential of a broad range of investment vehicles for supporting delivery through partnerships, joint ventures and scheme borrowing with both the public sector and private sector. These would be evaluated on a scheme by scheme basis.

Potential future approaches

14. The high profile nature of the City Corporation's policy commitment to new homes has encouraged a number of partners – both in private and public sectors – to propose development opportunities and potential ventures.

15. At face value some would appear to propose schemes that would otherwise be delivered by the market. However, other proposals seek support to unlock delivery - including investment in homes on public sector land, supporting schemes with partner authorities and investing in infrastructure. In addition, a more ambitious approach to the regeneration of some City Corporation housing estates could deliver significantly more units than planned. A number of these emerging proposals are set out in Appendix 2.
16. Members of the Working Group also suggested the City Corporation could use its brand and balance sheet to give reassurance to developers of potential schemes and accelerate delivery where market conditions had softened.
17. While a range of external opportunities beyond our own land exist for the City to consider, it was noted that their exploration would need a dedicated and skilled resource. It was also noted that any such approaches imply a financial investment, potentially of significant scale, and that further exploration should only be pursued if there was commitment in principle to consider such additional investment alongside what will be required to deliver our own sites and other City priorities.

Proposals

18. Members are asked to consider whether in the light of the conclusions of the Housing Delivery Programme Working Group, the City Corporation should develop an additional policy and options to increase the supply of new homes beyond the use of its own sites. These options would remain consistent with the other principles agreed in the City Corporation's policy "Increasing the Supply of Homes – the Role of the City of London Corporation".
19. If such an approach is supported, Members are asked to agree in principle to the allocation of resources for future investment, the source of which will be identified as proposals develop, and which will depend on the capacity in which the City is acting. This would enable a meaningful dialogue with partners to identify the range and cost of options for full and future consideration by Members.
20. The return on such investment would depend on the quality of the decision taking, market conditions and unforeseeable external factors. It is noted that private sector investment in social and affordable housing is currently targeting up to 5 per cent and in some cases 6 per cent investment yields.
21. To provide guidance and focus to the options that should be pursued for detailed consideration, it would be necessary to amend the terms of reference of the Housing Delivery Programme Working to reflect any agreed change in policy or remit. The current Terms of Reference are appended (Appendix 3).
22. To progress these proposals, Members would need to approve and resource additional capacity, with appropriate skills, knowledge and experience. This would be delivered through either a fixed term appointment or commissioning of an external advisor.

23. The duration and scale of such a resource will be driven by the number of opportunities identified for appraisal and whether subsequent or additional opportunities are sought.
24. Members are therefore asked to make available funding of up to £100,000 from City Cash to support this work.

Corporate & Strategic Implications

25. The City Corporation's contribution to tackling housing shortage will support its corporate strategy aims to "contribute to a flourishing society" and "support a thriving economy".
26. As the proposals progress, specific consideration can be given to the capacities in which the City may most appropriately undertake the activities (ie City's Cash, as trustee of Bridge House Estates, or in its local authority capacity). This will need to include consideration of trustee duties (if BHE is involved) and of relevant statutory powers (if the City acts in its local authority capacity). These issues would be the subject of further reports containing detailed consideration of the issues highlighted and all other issues which emerge.

Implications

27. The cost of delivering any wider housing ambition will be contingent on the site, nature and scale of any such scheme. A recent example includes reported expenditure of over £40m by the Mayor of London to acquire a hospital site for 800 homes in north London. It should also be noted that the average cost of delivering affordable housing in the capital – including land and on-costs – is currently estimated in the range of £300,000 - £400,000 per unit.

Health Implications

28. Adequate housing is fundamental to the health and wellbeing of individuals, and therefore increasing the supply of homes will have positive implications for health.

Conclusion

29. Tackling housing shortage in the capital remains one of the most urgent issues facing all tiers of government in London. The City Corporation has committed to play its part to address this issue by increasing the supply of homes on development sites across London. In doing so it has the opportunity to provide and encourage the provision of homes of mixed tenures for those on a range of incomes.

Appendices

- Appendix 1 - Delivery opportunities on City Corporation sites outside of the Housing Revenue Account (non-public)
- Appendix 2 – Housing opportunities: emerging proposals (non-public)

- Appendix 3 – Housing Delivery Programme Working Group: Terms of Reference

Background Papers

16 October 2015: Report – Policy and Resources Committee: Increasing the Supply of Homes. Role of the City of London Corporation

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Appendix 3 - Housing Delivery Programme Working Group: Terms of Reference

Housing Delivery Programme Working Group

- the Chairman of the Policy and Resources Committee (or his/her representative Sir Mark Boleat also appointed by the Committee as Chairman)
- the Chairman of Community and Children's Services Committee (or his/her representative – Dhruv Patel)
- the Chairman of the Housing Management and Almshouses Sub Committee (or his/her representative – Randall Anderson)
- four Members of the Court of Common Council elected by the Policy and Resources Committee (Michael Cassidy, Alderman Greg Jones, James Thomson and Philip Woodhouse)

Terms of Reference

To be responsible for supporting the Policy and Resources Committee in progressing the delivery of the Corporation's target of establishing 3,700 new houses over the next 10 years, 700 on the City Corporation's Housing Revenue Account estates and 3,000 on other sites owned by the Corporation.

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Committee(s):	Date(s):
Policy & Resources Committee – for decision	06/06/2019
Public Relations and Economic Development sub-committee – for information	11/06/2019
Property Investment Board – for decision	12/06/2019
Planning & Transportation Committee – for decision	18/06/2019
Subject: MIPIM property conference 2019/2020	Public
Report of: The City Surveyor / Director of the Built Environment	For Decision

Summary

This report informs your Committees of the City of London Corporation’s activities at the MIPIM property exhibition in March 2019 and seeks approval for City of London Corporation attendance at MIPIM 2020. This report also identifies potential areas to develop to maximise the benefit of the City Corporation’s attendance at MIPIM 2020.

MIPIM provided an opportunity to engage with local and international representatives of the property industry together with high-level representatives of other international and UK cities and regions. It provided a unique opportunity to engage in the debate relating to key issues and demonstrate how the City Corporation will provide leadership in taking forward matters of local and international importance. The programme of activities was extremely well received by delegates attending.

Key activities from MIPIM 2019 included:

- Promote the City and London
- Relationship building with UK/international cities and regions
- Launch of the *Locate, Create, Innovate: London in a changing world* research report:
- A pre-MIPIM research launch event hosted by the City Property Association and related media interviews to generate publicity on the research report before MIPIM
- A City-hosted dinner with high-level guests.
- An evening reception hosted jointly with the City Property Association and the London Chamber of Commerce
- Meetings with high-level representatives of property companies and stakeholders active in the Square Mile.
- Participation in panel sessions involving the Chair of Policy and Resources Committee, the Chairman of Planning & Transportation Committee and the Director of the Built Environment.
- Production of a new promotional video for the City stand
- Significant media coverage in international, national, local and trade publications

The cost of representation at MIPIM 2018 was below the approved budget of £94,000 totalling £90,596

Recommendations

1. That this report on MIPIM 2019 is received.
2. That the Policy & Resources, Planning & Transportation Committees, and the Property Investment Board, approve that the City of London Corporation should attend MIPIM 2020 with a total budget of £92,000 to be funded via the Central Communications Director budget (£5000), Planning & Transportation Committee budget (£11,250), the Property Investment Board (£21,750), and from the CPAT budget (£54,000).

Main Report

Background

1. **MIPIM** is widely recognised as the world's leading and most influential event for the property sector. It is a global marketplace that offers the opportunity to connect with key players in the industry, from investors to end-users and local government to international corporations. This year 28,000 delegates attended from 100 countries.
2. The focus of The City Corporation's attendance at MIPIM 2019 centred on the following headline objectives:
 - a) Promoting the City to the domestic and international property investment market, incorporating the key messages from this year's research theme: *Locate, Create, Innovate: London in a changing world*
 - b) Managing relationships with and extending hospitality to new and existing investors, developers and influencers
 - c) Positioning the City as a thought leader in property and place making
 - d) Supporting the London stand and related organisations including: London Councils, London First and London Chamber of Commerce
 - e) Building relationships with UK cities and regions to support the development of the Regional Strategy
3. The City Corporation representatives attending MIPIM 2019 were the Chair of Policy and Resources Committee, Chairman of Planning and Transportation Committee, Deputy Chairman of the Property Investment Board in addition to the City Surveyor, Director of the Built Environment and the Director of the Investment Property Group. The senior team were supported by three representatives from the City Property Advisory Team and one officer from the Communication's team.

City Corporation events and speeches:

4. The City Corporation jointly hosted a seminar with the City Property Association (CPA) to launch *Locate, Create, Innovate: London in a changing world* – based on [research](#) undertaken by the City Corporation’s research team. The seminar was chaired by the Chair of Policy & Resources Committee. The seminar examined the ways in which technology is becoming a major driver of change with far-reaching consequences particularly for financial services, law and insurance sectors. The report also picked up on the themes of collaboration and consolidation in terms of work spaces becoming drivers of innovation and efficiency.
5. The Head of Research in the Economic Development Office was flown over for 24 hours to present the findings of this report at the seminar. The cost of flights and accommodation were covered by the City Property Association.
6. A pre-MIPIM launch of the research was hosted by the CPA with the Deputy Chairman of Planning and Transportation Committee providing the keynote address at an event in the City.
7. In addition to the seminar, the Chair of Policy and Resources also participated in five other sessions. The Chair was invited to participate on a panel in the main MIPIM conference programme as part of the “*Post-Brexit investment strategies*” session. The Chair hosted a seminar on the Department for International Trade (DIT) stand titled “*Integrated UK: How London and the regions have built a global financial centre*” together with representatives of Leeds, Cardiff and Birmingham. In addition, the Chair also sat on a panel as part of a City Property Association session titled “*The London HQ City*” the keynote opening panel session opening the London Stand programme on “*Knowledge Economy*” and a panel on the main London Stand programme titled “*Cultural Infrastructure*”
8. The Chairman of the Planning & Transportation Committee participated in a specific panel session hosted on the London Stand entitled “*City of London: A place for people*” which looked at what the City Corporation is doing to create a positive environment for City workers through improvements to amenities and the public realm.
9. The Director of the Built Environment was invited to sit on the Digital Connectivity panel session which examined the importance of digital connectivity and whether London is investing enough into its infrastructure.
10. One City dinner and one evening reception was held during MIPIM 2019. The City dinner was hosted for 6 high level guests and a joint evening reception was hosted in conjunction with the CPA and the London Chamber of Commerce where 156 delegates attended. The evening was funded in partnership with the London Chamber of Commerce (LCCI) and the City Property Association (CPA). Delegates from across the property sector attended the event. The event provided considerable opportunities to make new contacts and develop existing relationships.

11. The Chair of Policy and Resources participated in a programme specifically designed to engage with UK and European cities to promote new contacts and enhance relationships and support development of the Regional Strategy. A focussed engagement programme with the UK regional cities and regions included: Belfast, Manchester, Birmingham, Scotland, Leeds and Cardiff. The Chair also met with senior level representatives from Paris and Berlin. The meetings were felt to be a valuable opportunity to establish / reinforce relationships in these key areas.

Meetings

12. Programmed meetings were held with 19 developers and investors actively investing in London. The meetings were wide ranging focussing on the general investment market and emerging strategies and policies being promoted in the emerging local plan and transport strategy. In addition, there were several un-programmed meetings relating to inquiries that MIPIM provides an opportunity to engage in.

City Stand

13. The design of the City stand was revamped this year with an open “lounge” style meeting area alongside the City model and a more traditional enclosed meeting room. The new layout received positive feedback and it was decided that the one remaining office should also be replaced next year with a further open plan discussion area. The stand design incorporated a new film jointly commissioned by CPAT and the City Property Association that highlights key elements of the City’s economy and built environment which showcases many of the vibrant new developments recently completed in the City as well as future opportunities and developing strategies such as Culture Mile.

Media campaign and coverage:

14. Media consultants FTI Consulting provided support for the City’s attendance of MIPIM, working closely with the Communications Officer, as part of its year-round engagement to support development of key messages relating to initiatives being delivered by the Department of the Built Environment. Key messages were delivered through a co-ordinated campaign which commenced in the week prior to MIPIM when briefings were undertaken with international, national, local and trade media. The campaign picked up on key City messages which aligned closely with the research launched the week before MIPIM *“Locate, Create, Innovate: London in a changing world”*.
15. The campaign secured much greater coverage than in previous years including articles in: Construction News, The Times, Architect’s Journal, Estates Gazette, Property Week, MIPIM News, The Evening Standard, City AM, CoStar, Building Magazine, Nikkei Real Estate Market Report, Financial News, Malay Mail, 24 Matins, Le Monde, Commercial Observer, Property EU, Bisnow and Relocate Global. A complementary social media campaign was launched on Twitter.

16. A new prospectus, "*The City of London: The Original Connected City*" was created to highlight the City's interconnectedness in terms of transport, the gigabit city, property, leisure and culture.

MIPIM 2020

17. The MIPIM 2019 programme provided an opportunity to fully engage with local and international representatives of the property industry together with high level representatives of other London boroughs and UK cities. It provided a unique opportunity to engage in the debate relating to key issues and demonstrate how the City Corporation will provide leadership in taking forward matters of local and international importance. The programme of activities was extremely well received by those who attended. Due to the value derived from the programme, it is considered that there will be similar/better opportunities to develop a programme that would be beneficial to the City Corporation's attendance at MIPIM 2020.
18. There are areas where further thought will be given to ensure the value of the City Corporation's attendance at MIPIM 2020 is maximised to support strategic priorities whilst ensuring best value. This will include ensuring the Regional Strategy is further developed to demonstrate the City has a clear and focussed agenda for working with the key cities. Exploring opportunities to more coherently promote key messages for London as part of the London Stand and looking at opportunities to reduce costs relating to travel and accommodation which vary considerably in price from year to year.

MIPIM Team

19. As with last year it is not intended to hold meeting relating to individual development which can be done in London. The programme will be focussed on strategic engagement both in terms of identifying opportunities to support the promotion of London and the City and through engagement with those investors looking to invest in London. The proposed team to attend MIPIM will specifically support the delivery of the tailored programme and provide the necessary support to ensure all aspects run smoothly. The proposed team to attend MIPIM 2020 is : The Chair of the Policy & Resources Committee, the Chair of the Planning & Transportation Committee and the Chair of the Property Investment Board (or representative) who will be accompanied by the Director of the Built Environment, the City Surveyor, the Investment Property Director and the CPAT Team Manager. To ensure the smooth running of the event, two members of the CPAT team and one member of the Communications team will also be in attendance.

MIPIM Expenditure

20. The total spend for MIPIM 2019 was £90,596 which was £8,601 less than spent at MIPIM 2018 (£99,197) and £3,404 less than the approved budget of £94,000 (which included a £3,000 contingency). The reduced cost was as a result of reducing the team by one person, the CPA paying for the cost of the hiring an auditorium to host the research launch and the CPA and London Chamber of Commerce making an increased contribution to the cost of hosting the evening reception. The costs of hotels and flights remain volatile and vary from year to year which in 2019 saw hotel prices increasing significantly. It is hoped that the cost of accommodation can be

reduced for 2020 by looking at accommodation still within walking distance but slightly further away from the main trade show.

21. The City Property Association is happy to support the delivery of joint research to be launched at MIPIM 2020 and it is anticipated that as with 2019 they would pay any costs relating to the launch of the research at MIPIM and will also continue to jointly host the evening reception.
22. The table below sets out a full cost comparison between 2019-20. It is proposed that the baseline budget for MIPIM 2020 should be reduced to £89,000 with a contingency of £3,000 from the CPAT local risk budget to cover any unforeseen costs.

MIPIM 2019/2020 Budget

Item	Approved budget 2019	Actual spend 2019	Proposed budget 2020
Exhibition and attendance costs: City Model, stand delegate passes, artwork graphics, furniture hire and technical support	£56,850	£56,840	£57,000
Travel (including transfers) accommodation and subsistence expenses	£21,650	£24,167	£22,000.
Corporate hospitality (evening reception and dinner)	£12,500	£9,538	£10,000
Contingency	£3,000		£3,000
Total	£94,000	£90,596	£92,000

23. In the previous seventeen years, each committee has contributed a sum of money for MIPIM in approximate proportion to the level of representation and relevance to the work of each committee.
24. The contributions from the three IPG funds have been slightly altered to 35% City Fund, 45% City Cash and 20% Bridge House Estates respectively based on the market values of the three estates as at 31 March 2019.
25. The anticipated contributions from existing budgets for MIPIM 2019 are:

Communications Director Budget	£5,000. – City Fund
Planning & Transportation Committee	£11,250. – City Fund
Property Investment Board	£21,750. – (to be split 35% City Fund, 45% City Cash and 20% Bridge House Estates)
City Property Advisory Team	£54,000. – City Fund
Total:	£92,000

Legal implications

26. The main purpose of the City's attendance is to support key adopted strategies to promote the City as a leading world business centre and encourage inward investment. As such, its power to undertake the activity in its City Fund capacity and to incur City Fund expenditure is in Section 1 of the Localism Act 2011. No power is required in respect of its City's Estate capacity and expenditure. In respect of its involvement and expenditure in its capacity as trustee of Bridge House Estates, this may be considered in the best interests of the charity in that, as a significant owner of property within the City, it is in the charity's interests that inward investment be encouraged, and the City's status as leading business centre be promoted. In addition, potential investors with an interest in any particular BHE property will have an opportunity to explore that interest.

Conclusion

27. MIPIM 2019 provided the City Corporation with an excellent opportunity to showcase the City's attributes as a place to live, work and invest. MIPIM is still the premier event of its kind, and it is felt that there is no real alternative to MIPIM at which the City Corporation's City of London message would be as effectively disseminated, given the predominance of senior and influential property professionals and the increasing number of representatives of UK and European cities attending MIPIM, and the amount of press attention that it receives. It is also felt that the City Corporation's attendance is a key factor in promoting the Square Mile as a place to invest and do business in the face of increasing competition from other centres and countries, and underpinning confidence in London post Brexit, as the leading global financial centre.
28. MIPIM 2020 takes place from 09-12 March 2020 and will provide similar opportunities as experienced at MIPIM 2019. The Policy & Resources Committee, Planning and Transportation Committee, and the Property Investment Board are now asked to decide if the City Corporation should attend MIPIM 2020.

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Committees: Streets and Walkways Sub Committee - for decision Projects Sub - for decision Policy and Resources - for decision	Dates: 28 May 2019 29 May 2019 6 June 2019
Subject: Museum of London Public Realm project Unique Project Identifier: PV Project ID: 11956	Gateway Issue Report Public
Report of: Director of the Built Environment	For Decision

1. Status update	<p>Project Description: To provide new public spaces and improved environment in West Smithfield in line with the planned implementation of Culture Mile and the Healthy Streets Plan, the opening of Crossrail stations in Farringdon and Farringdon East and the anticipated major increase number of visitors in the area.</p> <p>RAG Status: Green</p> <p>Risk Status: Low</p> <p>Total Estimated Cost of Project (excluding risk): £12m</p> <p>Change in Total Estimated Cost of Project (excluding risk): No change. No estimated cost was given in the Gateway 1/2 report. An estimated cost of £12m was given in the Project Prioritisation process.</p> <p>Spend to Date: £30,524</p> <p>Costed Risk Provision Utilised: 0</p> <p>Slippage: n/a</p>
2. Key points to note	<p>Key Points:</p> <ul style="list-style-type: none"> • The public realm works required to facilitate the relocation of the Museum of London were identified as a major project dependency and were approved to continue and be eligible for central funding during the Fundamental Review. • This report proposes that the scope of the project is now extended to include the wider West Smithfield area public realm and transportation elements and that the wider scheme be allowed to progress outside of the Fundamental Review.

	<ul style="list-style-type: none"> • The progress made to date on agreeing Project Outcomes, setting up the project team and project governance, initiating the baseline report, and writing a draft brief for consultants. • A Healthy Streets Plan for Smithfield and Barbican is a key part of the Transport Strategy (subject to Court of Common Council approval); and will enable various traffic scenarios for the area to be evaluated. • A recommendation to move to the next stage of the project, i.e. appointing a consultant team to produce a concept and detailed public realm design for the area (see location map in Appendix 2) and initiating required transport studies as part of the implementation of the Transportation Strategy. • The agreement to work on a coordinated approach with the Museum of London transformation team and the Markets Consolidation Programme team in developing a concept design for Smithfield area.
<p>3. Requested decisions</p>	<p>Next Gateway: Gateway 3 - Outline Options Appraisal (Complex)</p> <p>Requested Decisions:</p> <p>1. The requested decisions are as follows:</p> <p>a. It is recommended that Members of Policy and Resources Committee:</p> <ul style="list-style-type: none"> • Note the proposed widened scope of the scheme and agree that it be allowed to progress outside of the Fundamental Review; • approve additional budget of £625,000 required to progress the project to the next Gateway; of which £80,000 can be met from existing provisions within the Markets Consolidation Budgets and the remaining £545,000 from the eligible sources for this project of CIL or OSPR. <p>b. It is recommended that Members of the Streets & Walkways and Project Sub Committees approve the next phase of the project as described in this report.</p> <p>It is further recommended that Members:</p> <p>c. Note the Capital Funding Review process via Resource Allocation Sub Committee has approved central funding for the key project dependency elements of this project.</p> <p>d. Approve the increase in the scope of the project to reflect the proposals within the Transportation Strategy,</p>

the planned implementation of Culture Mile and the development of the Markets Consolidation Programme.

- e. Approve the change of the project name from Museum of London Public Realm to West Smithfield Area Public Realm and Transportation project.
- f. Note the revised project budget of £715,000; and note the total estimated project cost of £12m which is subject to the identification of funding.

4. Budget

2. Finance tables

Table 1: Spent to date			
Description	Budget approved	Spend to date	Difference
Fees	48,500	368	48,132
Staff costs	41,500	30,156	11,344
Works	0	0	0
Total	90,000	30,524	59,476

3. The above table shows that there is currently a project underspend of £59,476. Through the work undertaken to date (see detail in paragraphs 4-10 below), and the proposed widening of the scope of the project, officers now have a much clearer understanding of the scale of work required and are therefore recommending to allocate this funding as part of the studies and surveys required prior to Gateway 3.

Table 2: Budget summary			
Description	Approved Budget (£)	Additional Budget required to reach next Gateway (£)	Revised Budget to next Gateway (£)
Fees (Design, Transport studies and surveys)	48,500	475,000	523,500
Staff costs (Public Realm, Transportation, Open Spaces, Highways)	41,500	150,000	191,500
Works	0	0	0

Total	90,000	625,000	715,000
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Table 3: Budget Sources

Existing budget from Town Clerks Central Risk Budget (£)	Additional Budget from OSPR (£)	Contribution from MCP budget (£)	Total (£)
90,000	545,000	80,000	715,000

5. Issue Description; progress; and next steps

4. In October 2017 the 'Culture Mile Implementation Programme' Gateway 1/2 report was approved and included the initiation of the 'Museum of London Public Realm project' with a budget of £90,000 funded from the Town Clerk Central Risk Budget for Culture Mile activities.
5. The project aimed to provide a suitable welcome for the increased number of visitors to Culture Mile and the new Museum, that will arrive at the Crossrail Stations in Farringdon and Farringdon East into Culture Mile.
6. The Gateway 1/2 report approved funding to: begin the process of stakeholder engagement; start the necessary data collection and surveys; and establish project objectives.
7. Since that report was approved, officers have undertaken work to initiate up the project and have compiled project initiation documents, in summary:
 - A Project Team has now been set up that includes representatives from relevant departments.
 - Project documentation, setting out governance and roles and responsibilities; programme; risks; communications strategy have been set out.
 - Requirements for baseline measurements, research, and initial briefs have been drafted, to align with Corporate Strategies including those related to Culture Mile such as the Look and Feel Strategy.
8. Two 'Visioning' workshops with attendance from a wide group of representatives from the City, Museum and other key stakeholders have been held. This included Museum directors, Markets team, City Transportation, City Surveyors, Planning, Open Spaces, Culture Mile staff, and representatives from Transport for London (TfL) amongst others. The aims of these workshops were: to discuss and agree a common vision for the public realm project; to

understand the relationship between outdoor spaces and the new Museum building; to understand site constraints and opportunities; and to explore what the aspirations are for creating a truly public, civic, exciting and creative place for Londoners. The information gathered at these sessions was then used to collectively draft Project Outcomes that have been agreed by the workshop attendees. These Outcomes will guide the project as it develops. They are given in Appendix 3.

9. Subsequent to the workshops, the project team have initiated research which involves pre-scheme monitoring of a range of indicators, including road safety, air quality and economic value to establish a baseline of information against which the future public realm changes can be assessed.
10. In addition, the major project dependency aspects of the scheme have been approved to continue and be eligible for central funding during the Capital Funding Review. This was approved as part of the “Capital Funding – Interim Revised Prioritisation and Project Funding Update report” submitted to Resource & Allocation Committee in April 2019.

New Scope

11. Within the Transport Strategy is a proposal for the implementation of the Healthy Street Plan. Alongside this, the development of Culture Mile and the announcement by the City to consider the future of Smithfield Market in a new consolidated site, have all led to a recommendation to increase the project scope to consider all these changes in an holistic way.
12. To develop suitable options for the relocation of the market, the Markets Consolidation Programme (MCP) has been initiated led by the City Surveyor’s department. The relocation of the Wholesale Meat and Poultry Market to a different site would create the opportunity to redevelop the current market site for a different use, and the MCP will consider potential new uses for the existing market buildings as part of its work.
13. Any relocation would have a huge impact on the area of Smithfield and would significantly change the context in which the new Museum of London would operate. The whole public realm around the full market site – including the buildings being developed by the Museum and those considered by the MCP – will necessarily need to change

to reflect the new uses of the buildings. However, design proposals for the future of the area would require sufficient in-built flexibility to accommodate both market operations and possible future uses.

14. DBE officers are working on a coordinated approach including governance and procurement processes. This will ensure that the City can envisage a joint vision for the future of the area considering the transformation projects in Smithfield.

15. Given this context, the stakeholder group (mentioned in paragraph 8) has endorsed an approach to the public realm that is to be developed in three stages:

- I. Complete an overall concept design for the area of West Smithfield including the site immediately around the new Museum; the central markets; and Smithfield Rotunda. The extent of the area is given in Appendix 2.
- II. Transport studies to work towards a Healthy Streets Plan (HSP) for Culture Mile, identifying functional changes to accommodate anticipated transformation of the area.
- III. Initiate the detailed design for the public realm. The geographic scope for this work is proposed to follow on from the concept design.

16. Given the new context, it is therefore recommended that Members endorse the increase in the scope of the project as set out above, and correspondingly approve the change of the project name from 'Museum of London Public Realm' to 'West Smithfield Area Public Realm and Transportation' project.

17. Policy and Resources Committee Members are also asked to approve the progression of the wider scope of the scheme outside of the fundamental review.

Governance

18. The governance of the project is set out in Appendix 4. A project team is set up to deliver the project, and a Steering Group is proposed that includes:

- Assistant Town Clerk & Culture Mile Director
- Market Consolidation Representative: MCP Programme Director
- Investment Property Director
- City-Museum liaison
- Public realm and Transportation Director
- Superintendent of Parks & Gardens

- Museum of London Transformation Director
- A nominated Member representative, as suggested by Committee

19. A range of stakeholders are involved in the project. As the project evolves and proposed actions are considered, it will be important to identify the capacity in which the City is acting and ensure that only considerations relevant to the function being exercised are taken into account. (For example, in carrying out its traffic authority functions in relation to traffic management measures the traffic authority must take into account the safe, convenient and expeditious movement of traffic on the road network; and must disregard irrelevant considerations such as the aspirations of particular owners and occupiers).

Risk

20. A summary of the initial risk register 'Key Risks' is given below:

<i>Risk 1: Funding</i>	<i>Description</i>	<i>The sources of project funding and the release of funds is not agreed in time to progress the project .</i>
	<i>Mitigation</i>	<i>Project funding confirmed via committee reports in good time.</i>
<i>Risk 2: Timing</i>	<i>Description</i>	<i>There are many different project dependencies and elements to be phased. There is a risk that these elements may not be complete in a time that is appropriate for the dependencies e.g. the Museum of London opening.</i>
	<i>Mitigation</i>	<i>Commission key work, e.g. transportation studies and concept design, in a timely manner, and develop the project in a phased approach to meet the different timing requirements.</i>
<i>Risk 3: Complexity</i>	<i>Description</i>	<i>Decision-making processes delayed due to the complexity of the project.</i>
	<i>Mitigation</i>	<i>Set up robust governance for the project and a clear communication strategy.</i>
<i>Risk 4: Objections</i>	<i>Description</i>	<i>The project may recommend changes which may create some opposition from groups (i.e. measures to reduce traffic that include road closures).</i>

		<i>Mitigation</i>	<i>Stakeholder engagement will be thorough to understand where this risk may occur and plan accordingly; and key messages setting out the rationale for change will be drafted.</i>
<p><u>Next Steps</u></p> <p>21. The next step is to procure consultants for the transport studies (HSP) and for a team to produce the concept design. The concept design will set out different options relating to the look and feel of the public realm. It is necessary that these options be flexible, and phased, as it is not yet understood exactly how the area will change and in what order works will commence.</p> <p>22. The HSP will identify a number of concept options for the functional change to the street network and apply regardless of related developments to property in the area. This work will allow public realm concept designs to be produced for those various options. Possible options for traffic changes include reducing through traffic, timed access restrictions, part pedestrianisation of some streets and/or footway widening and other traffic management measures.</p> <p>23. The procurement process will appoint a team for concept design and developed design stages of the public realm design. Given that the public realm procurement is related to a number of design stages over large area, the procurement route for that team will follow the OJEU process. The brief for the concept design states that the appointed team will include expertise in landscape architecture, property, regeneration, urban design, transport, and cultural visitor destinations.</p> <p>24. A separate procurement process will appoint a transport consultancy to undertake the traffic modelling for a number of different options to change the street network as part of a redevelopment to a Healthy Streets Plan.</p> <p>25. It is proposed to deliver the transport studies required for the Barbican and Smithfield Healthy Streets Plan as per the Transport Strategy (subject to Court of Common Council adoption). The HSP for Barbican and Smithfield will be delivered as one project but funded via two separate funding streams: the western part of the Barbican and Smithfield Healthy Streets Plan will be delivered through this project, whilst the eastern part will be delivered as part of the Beech Street transportation and public realm project.</p>			

	<p>26. Once the procurement is completed, work will commence in late 2019. It is hoped that some high-level visioning will be available to inform the Museum and Markets relocation activities. Once the HSP work and concept design options have been completed, these will be presented to Members at Gateway 3 stage. Subject to approval, developed design will commence. Workshops will be held throughout as the project progresses to ensure stakeholders are fully engaged on emerging ideas and design principles.</p> <p>27. In order to work at pace and to progress the OJEU procurement process, this report is to be submitted to Policy & Resources Committee in June rather than Resource Allocation Sub Committee later in July to approve the resourcing decision.</p>
<p>6. Options</p>	<p>28. At this stage the project is not developed enough to set out specific design options. Understanding options will be a key element of the next stage: i.e. concept design and HSP survey work as set out in this report. At Gateway 3 initial options will be presented to Members.</p> <p>29. A 'do nothing' option is not recommended at this stage as the project has been identified as a 'key project dependency' in the Capital Funding Review.</p> <p>30. It is therefore requested that Members approve the various recommendations as set out in Section 3 – 'Requested Decisions'.</p>

Appendices

Appendix 1	Project Coversheet
Appendix 2	Plans of the area
Appendix 3	Project Outcomes
Appendix 4	Proposed Governance Structure

Contact

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Appendix 1: Project Coversheet

Project Coversheet

[1] Ownership

Unique Project Identifier: 11956 **Report Date:** 28/05/19
Core Project Name: Museum of London Public Realm
Programme Affiliation: Culture Mile
Project Manager: Helen Kearney
Next Gateway to be passed: 3

[2] Project Brief

Project Mission statement:

To provide new public spaces and improved environment in West Smithfield in line with the planned implementation of Culture Mile and the Healthy Streets Plan. The project will aim to achieve the following outcomes:

1. The character of the area is revealed, celebrated and protected
2. People feel safe as a result of high-quality, human-centred, integrated design
3. There is a well-functioning public realm
4. The urban spaces around Smithfield are active and engaging
5. The public realm is flexible and future-proofed
6. The public realm is green and sustainable, and sustainability measures integrate seamlessly with the local buildings
7. The different building uses within the area of study are understood and complement each other

The above Outcomes relate to the development of the area of West Smithfield as a key part of Culture Mile, in a Healthy Streets Plan approach, and apply regardless of related developments to property in the area. In the event that the Museum of London and the Central Markets developments go ahead, the following Outcomes will also apply:

8. The museum and repurposed market buildings have the best possible journey, arrival, welcome
9. The delivery of change in the area is phased in a way that meets the needs of the new Museum and Central Markets developments, and that allows for flexibility where required

Culture Mile objectives that will be achieved through the project include:

- Create a Culture Spine
- Take the Inside Out
- Discover and Explore

The project will fulfil the following aims in the City's Corporate Plan:
1c, 3b, 9d, 10c, 11a

Definition of need:

The project respond to several major transformations in the area as follows:

- The City's Transport Strategy has set out the Barbican and Smithfield Area as a site for a 'Healthy Streets Plan'. This plan will identify functional changes to the street/road network to accommodate the anticipated transformation of the area.
- The project is also a crucial part of the development of Culture Mile and will deliver large parts of the Look and Feel Strategy implementation.
- The Museum of London is soon to move into a new site in Smithfield, which currently has poor public realm, a propensity of hard landscape, traffic-dominated streets and provides little in the way of welcome to the area. The project is needed to transform the area into one that is fitting for a major new museum. The whole public realm around the full market site – including the buildings being developed by the Museum and those considered by the MCP – will necessarily need to change to reflect the new uses of the buildings. By aiming to deliver concept designs for the public realm in the West Smithfield area, this project will provide the framework for these future changes.
- The City has also established a programme to consider the future of Smithfield Market in a new consolidated site along with the City's other wholesale markets. A Markets Consolidation Programme (MCP) has been initiated to develop suitable options. The relocation of the Wholesale Meat and Poultry Market to a different site would create the opportunity to redevelop the current market site for a different use, and any relocation would have a huge impact on the area of Smithfield, including its public realm.

Risk

The relevant references in the Corporate Risk Register that relate to this project are:

CR21 Air Quality, CR20 Road Safety

Key measures of success:

NB - KPIs will be finalised on receipt of the appropriate Baseline information. Research to provide this information is ongoing.

1) Increased high-quality Public realm – materials, space, accessibility, historic interpretation elements
2) Increased quantity of greenery in the area; improved flood risk mitigation measures
3) Improved air quality
4) Reduction in vehicle movement in line with aims of the transport strategy; improved road safety
5) Number of visitors increases

[3] Highlights

Finance:

Total anticipated cost to deliver [£]: £12m

Total potential project liability (cost) [£]: n/a

Total anticipated on-going commitment post-delivery [£]: Maintenance costs tbc.

Programme Affiliation [£]: Culture Mile Programme

[A] Budget Approved to Date*	[B] New Financial Requests	[C] New Budget Total (Post approval)
£90,000 at Gateway 1/2	£625,000 at Progress report to move to Gateway 3. This is not a request to increase the overall budget; it is a request to release part of the budget.	£715,000 Of £12m total
[D] Previous Total Estimated Cost of Project	[E] New Total Estimated Cost of Project	[F] Variance in Total Estimated Cost of Project (since last report)
An estimated total cost of the project was given as £12m during the Project Prioritisation process. This not set out in the Gateway 1/2 report.	£12m	n/a
[G] Spend to Date	[H] Anticipated future budget requests	
£30,000	£11,285,000	

Headline Financial changes:

Since 'Project Proposal' (G2) report:



£90,000 approved at Gateway 1/2. A further £625,000 is now requested to progress to Gateway 3.

Since 'Options Appraisal and Design' (G3-4) report:

n/a

Since 'Authority to start Work' (G5) report:

n/a

Project Status:

Overall RAG rating: Green

Previous RAG rating: n/a

[4] Member Decisions and Delegated Authority

[5] Narrative and change

Date and type of last report:

Gateway 1/ 2 in October 2017

Key headline updates and change since last report.

- The public realm works required to facilitate the relocation of the Museum of London were identified as a major project dependency and were approved to continue and be eligible for central funding during the Fundamental Review.
- A proposal that the scope of the project is extended to include the wider West Smithfield area public realm and transportation elements and that the wider scheme be allowed to progress outside of the Fundamental Review.
- Project Outcomes agreed, project team set up and project governance drafted, initiated the baseline report, draft brief for consultants written.
- A Healthy Streets Plan for Smithfield and Barbican is a key part of the Transport Strategy (subject to Court of Common Council approval); and will enable various traffic scenarios for the area to be evaluated.
- A recommendation to move to the next stage of the project, i.e. appointing a consultant team to produce a concept and detailed public realm design for the area (see location map in Appendix 2) and initiating required transport studies as part of the implementation of the Transportation Strategy.
- The agreement to work on a coordinated approach with the Museum of London transformation team and the Markets Consolidation Programme team in developing a concept design for Smithfield area.

Headline Scope/Design changes, reasons why, impact of change:

Since 'Project Proposal' (G2) report:

Extension of scope to include the full West Smithfield area for concept design.

Since 'Options Appraisal and Design' (G3-4 report):

n/a

Since 'Authority to Start Work' (G5) report:

n/a

Timetable and Milestones:

Expected timeframe for the project delivery: Complete 2023/24

Milestones:

- | |
|--|
| 1) Governance set up and agreed (May 2019) |
| 2) Project objectives and scope agreed through initial stakeholder engagement (May 2019) |
| 3) Relevant surveys undertaken to inform setting KPIs (September 2019) |
| 4) Research and Baseline report completed, including traffic surveys (September 2019) |
| 5) Procurement of consultants for concept design and developed design stages for the public realm (June – November 2019) |
| 6) Procurement of consultants/ services for transportation studies to deliver the Healthy Streets Plan (HSP) elements of the concept design (June – July 2019) |
| 7) Completion of the HSP studies and concept design (June 2020) |
| 8) Gateway 3 report and stakeholder engagement (July 2020) |

- 9) Developed design for the public realm and subsequent Gateway 4 approval (April 2021)
- 10) Technical Design (construction package) and Gateway 5 approval (November 2021)
- 11) Construction (end of 2022)
- 12) Post construction, Gateway 6 report, and monitoring (through 2023)

Are we on track for this stage of the project against the plan/major milestones? yes

Are we on track for completing the project against the expected timeframe for project delivery? yes

Risks and Issues

Top 3 risks:

<i>Risk 1: Funding</i>	<i>Description</i>	<i>The sources of project funding and the rele of funds is not agreed in time to progress project</i>
	<i>Mitigation</i>	<i>Project funding confirmed via commi reports in good time.</i>
<i>Risk 2: Timing</i>	<i>Description</i>	<i>There are many different pro dependencies and elements to be phas There is a risk that these elements may no complete in a time that is appropriate for dependencies e.g. the Museum of Lon opening.</i>
	<i>Mitigation</i>	<i>Commission key work, e.g. transporta studies and concept design, in a tim manner</i>
<i>Risk 3: Complexity</i>	<i>Description</i>	<i>Decision-making processes delayed due the complexity of the project</i>
	<i>Mitigation</i>	<i>Set up robust governance for the project a clear communications strategy</i>

See 'risk register template' for full explanation.

Top 3 issues realised

<i>Issue Description</i>	<i>Impact and action taken</i>	<i>Realised Cost</i>
n/a		

Has this project generated public or media impact and response which the City of London has needed to manage or is managing?

Yes- the wider Museum of London project, the Markets Consolidation Programme, and Culture Mile initiatives are generating public interest and have media/ comms strategies in place.

Appendix 2: Plans of the area

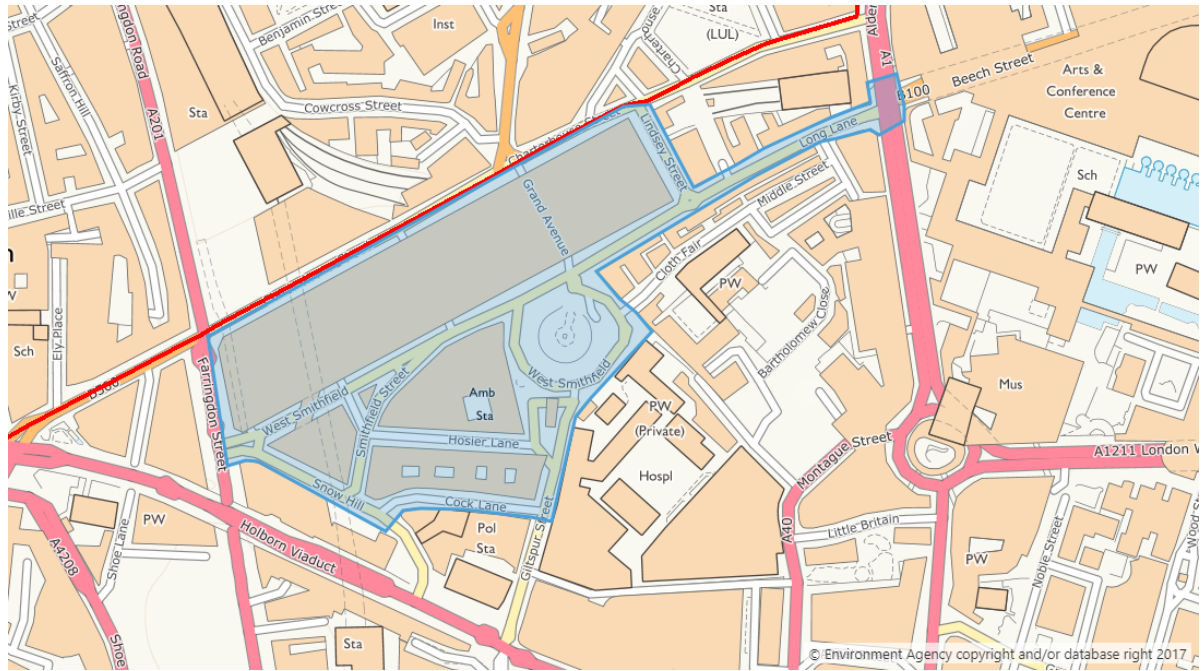


Fig 1. Indicative area for Public Realm and Transportation Project

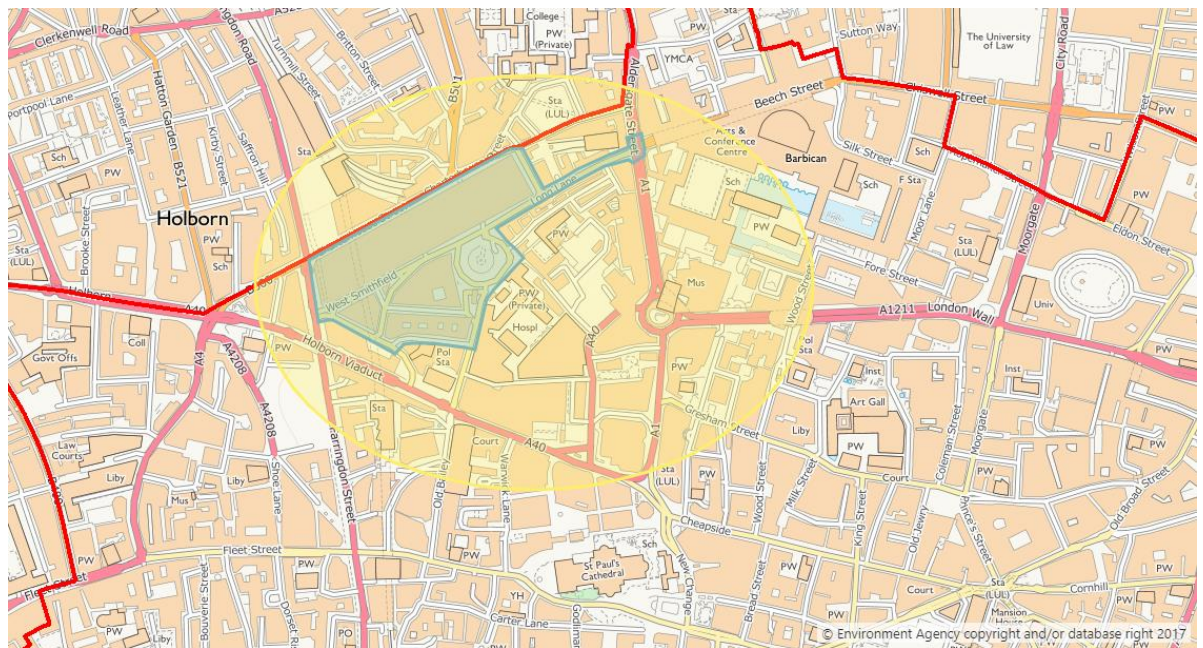


Fig 2. Public Realm and Transportation project within its wider area

Appendix 3: Project Outcomes

The project will aim to achieve the following outcomes:

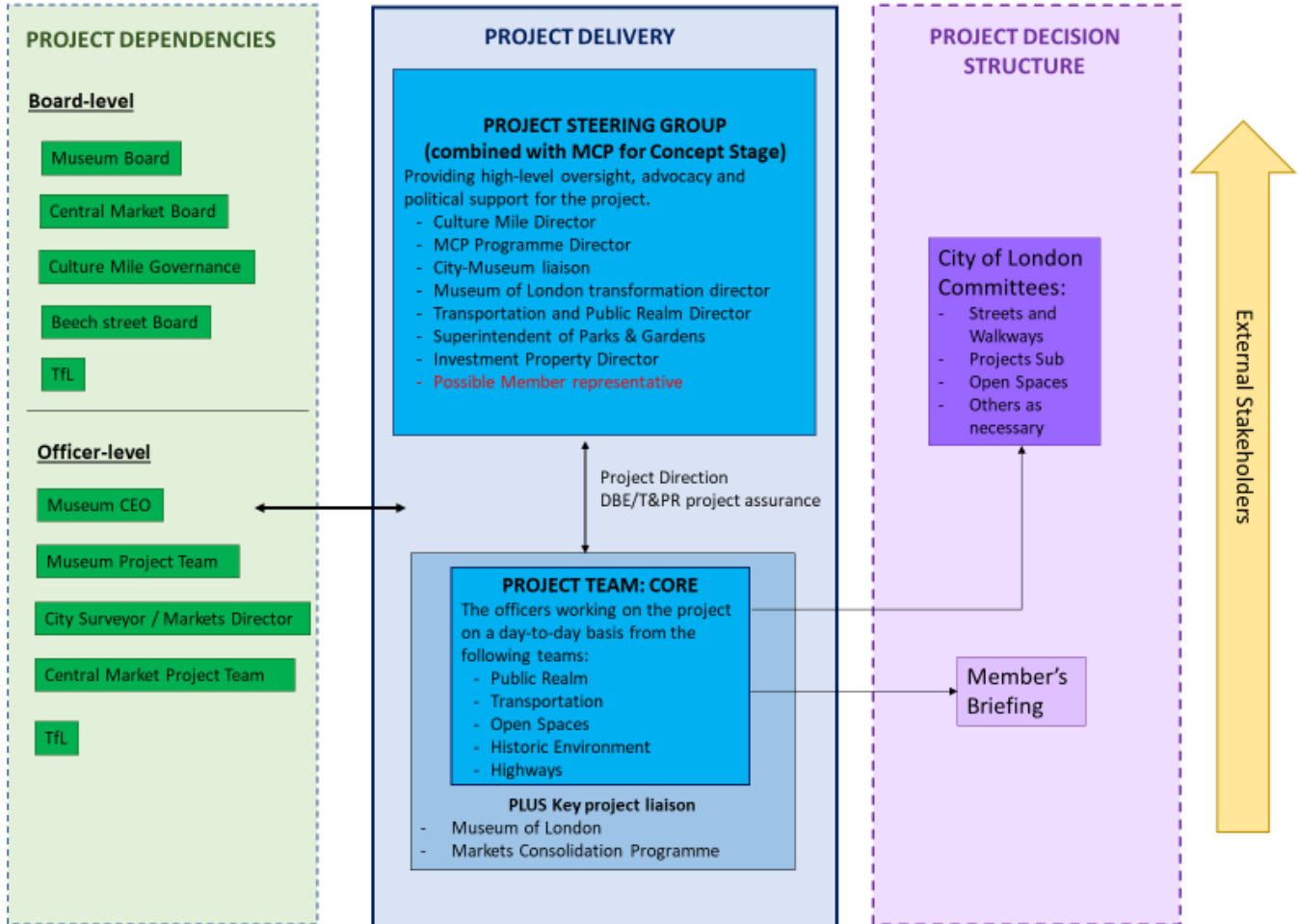
1. The character of the area is revealed, celebrated and protected
2. People feel safe as a result of high-quality, human-centred, integrated design
3. There is a well-functioning public realm
4. The urban spaces around Smithfield are active and engaging
5. The public realm is flexible and future-proofed
6. The public realm is green and sustainable, and sustainability measures integrate seamlessly with the local buildings
7. The different building uses within the area of study are understood and complement each other

The above Outcomes relate to the development of the area of West Smithfield as a key part of Culture Mile, in a Healthy Streets Plan approach, and apply regardless of related developments to property in the area. In the event that the Museum of London and the Central Markets developments go ahead, the following Outcomes will also apply:

8. The museum and repurposed market buildings have the best possible journey, arrival, welcome
9. The delivery of change in the area is phased in a way that meets the needs of the new Museum and Central Markets developments, and that allows for flexibility where required

Appendix 4: DRAFT Project Governance

SMITHFIELD AREA PUBLIC REALM: DRAFT/PROPOSED PROJECT GOVERNANCE



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Committee: Policy and Resources	Date: 06 June 2019
Subject: Policy Initiatives Fund/Committee Contingency/Brexit Contingency	Public
Report of: Chamberlain	For Decision
Report author: Laura Tuckey	

Summary

This report provides the schedule of projects and activities which have received funding from the Policy Initiatives Fund (PIF), the Policy and Resources Committee's Contingency Fund, the Brexit Contingency Fund and the Committee's Project Reserve for 2019/20 and future years with details of expenditure in 2019/20. There are uncommitted balances in the 2019/20 Policy Initiatives Fund (£582,883), the Committee Contingency Fund (£320,618), the Brexit Contingency Fund (£2,049,420) and the Committee's Project Reserve (£450,000).

Recommendations

Members are asked to:

- Note the report and contents of the schedules.
- Approve a transfer of £61,865 from the 2019/20 Committee Contingency to 2019/20 PIF to cover multi-year expenditure.

Main Report

Background

1. The purpose of the Policy Initiatives Fund (PIF) is to allow the Committee to respond swiftly and effectively with funding for projects and initiatives identified during the year which support the City Corporation's overall aims and objectives.
2. The current process for identifying which items should sit within the PIF are if they fall under the below criteria:
 - Items that relate to a specific initiative i.e. research;
 - Sponsorship/funding for bodies which have initiatives that support the City's overall objectives; and
 - Membership of high profile national think tanks.
3. To restrict the depletion of funds in future years, a two-year time limit is in place on multiyear PIF bids, with three years being an option by exception. To ensure prioritisation within the multiyear bids, the PIF for the financial year 2019/20 and onwards has £600k of its total budget put aside for multiyear bids with the rest set aside (£650k) for one off allocations, with the option to 'top up' the multiyear allocation from the balance if members agree to do so. This will ensure that there

should always be enough in the PIF to fund emerging one-off opportunities as they come up.

4. PIF bids need to include a measurable success/benefits criterion in the report so that the successful bids can then be reviewed to see what the outcomes are and if the works/activities meet the objectives of the PIF. These measures will be used to review PIF bids on a six monthly basis. This review will aide members in evaluating the effectiveness/benefits of PIF bids supported works/activities which can be taken into consideration when approving similar works/activities in the future.
5. When a PIF bid has been approved there should be a reasonable amount of progress/spend on the works/activities within 18 months of approval which allows for slippage and delays. If there has not been enough spend/activity within this timeframe, members will be asked to approve that the remaining allocation to be returned to the Fund where it can be utilised for other works/activities. If the department requires funding for the same works/activities again at a later date, it is suggested that they re-bid for the funding. If there is a legitimate reason, out of the Departments control, which has caused delays it is recommended that these are reviewed by Committee as needed.
6. The Committee Contingency Fund is used to fund unforeseen items of expenditure when no specific provision exists within the Policy Committee's budget such as hosting one-off events.
7. The Brexit Contingency Fund is a time limited fund established to meet any unforeseen items of expenditure due to the UK leaving the EU such as; communicating the interests of the City, helping mitigate the risks identified in the Corporate Risk Register or managing any urgent unforeseen issues arising from Brexit.
8. The Committee's Project Reserve is a limited reserve which has been established from funds moved from the Projects Sub Committee Contingency Fund as approved in Mays Policy and Resources Committee meeting. This reserve of £450,000 from the Project Sub Committee is not an annual Contingency but a one off sum. It is suggested that this reserve is used for project type spend.

Current Position

9. Appendices 1, 3 and 5 list the projects and activities which have received funding for 2019/20 from the PIF (Appendix 1), your Committee's Contingency (Appendix 3) and the Brexit Contingency (Appendix 5) with the expenditure incurred to date. Appendices 2, 4 and 6 shows all committed projects and activities approved by this Committee from the PIF (Appendix 2), the Contingency (Appendix 4), the Brexit Contingency (Appendix 6) and the Committee's Project Reserve (Appendix 8) for the current and future financial years with the remaining balances available shown.
10. It should be noted that the items referred to in all Appendices 1 through to 4 and 8 have been the subject of previous reports approved by this Committee. Items in

Appendices 5 and 6 have either been approved by the Town Clerk under delegated authority (for amounts under £100k) or by this Committee.

11. The balances that are currently available in the Policy Initiatives Fund, Committee Contingency Fund, Brexit Contingency Fund and Committee's Project Reserve for 2019/20 are £582,883, £320,618, £2,049,420 and £450,000 respectively.
12. Of the multiyear allocation of £600k per year there is no remaining allocation for 2019/20, £190,365 remaining for 2020/21 and £583,365 remaining for 2021/22, as shown in Appendix 7, prior to any allowances being made for any other proposals on today's agenda. Members are asked to approve the transfer of funds of £61,865 from the Committee Contingency to the PIF so that the total 2019/20 PIF Multiyear allocations can be increased to £700,000 as the initial level of allocation set aside for the multiyear allocation does not appear to be high enough for the financial year.

Corporate & Strategic Implications

13. Although each PIF application has to be judged on its merits it can be assumed that they may be helping towards contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments as per the corporate plan.
14. Each PIF application should be approved on a case by case basis and Departments should look to local budgets first before seeking PIF approval, with PIF requests only being submitted if there is no funding within local budgets available.

Appendices

- Appendix 1 – PIF 2019/20 expenditure
- Appendix 2 – PIF 2019/20 & Future FY Committed
- Appendix 3 – Contingency 2019/20 expenditure
- Appendix 4 – Contingency 2019/20 & Future FY Committed
- Appendix 5 – Brexit Contingency 2019/20 expenditure
- Appendix 6 – Brexit Contingency 2019/20 Committed
- Appendix 7 – PIF Multiyear allocations
- Appendix 8 – Committee Project Reserve

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POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND 2019/20

<u>ALLOCATIONS FROM PIE</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u>	<u>ACTUAL PAID TO 23/05/2019</u>	<u>BALANCE TO BE SPENT</u>	<u>NOTES</u>
<u>DATE</u>			£	£	£	
	Events					
07/07/2016	London Councils' London Summit - the City is to host the annual conference for 3 years.	EDO	16,000	-	16,000	Final payment in 2019/20
22/02/2018	Sponsorship of the Wincott Foundation's 'Wincott Awards' - the City Corporation to sponsor this annual Awards programme. The Wincott Foundation is a registered charity that supports and encourages high quality economic, financial and business journalism in the UK and internationally to contribute to a better understanding of economic issues.	DOC	4,000	-	4,000	3 year funding: £4,000 in 2019/20 & 2020/21
05/07/2018	City Week 2019 Events Sponsorship	EDO	25,000	-	25,000	
05/07/2018	Events Partnership with the Strand Group, Kings College London - City of London to fund 3 events in partnership with the Strand Group	DOC	50,000	-	50,000	£25,000 re 2018/19 deferred to 2019/20. £25,000 final payment in 2019/20
06/09/2018	Event and Publication Sponsorship: Centre for London Conference and Fabian Society - City of London to sponsor the Centre for London's 2018 London Conference (£25,000) and the Fabian Society's London: Policy and Challenges into the 2020s Publication (£18,500)	DOC	9,250	-	9,250	£9,250 deferred from 2018/19
17/01/2019	Sponsorship of the CPS Margaret Thatcher Conference on British and America - The City of London Corporation to sponsor this Conference to discuss the relationship between British and the USA.	DOC	20,000	15,525	4,475	
14/03/2019	Franco-British Young Leaders Programme - Gala Dinner 2019	DOC	20,000	4,800	15,200	
14/03/2019	Sponsorship of the 2019 Bright Blue Conference, "Fixing The Future"	DOC	6,000	-	6,000	
14/03/2019	Think Tank Review and Memberships 2019-20: Renewal of COL's membership to Centre for the Study of Financial Innovation (£5,000); Chatham House (£20,000); Institute for Public Policy Research (IPPR - £14,500); Local Government Information Unit (LGIU - £12,500); New Local Government Network (NLGN - £12,400); Whitehall & Industry Group (WIG - £5,000); Institute for Fiscal Studies (IFS - £10,000) & Open Europe (£10,000), Chatham House Europe Programme (£10,000).	DOC	99,400	62,395	37,005	
11/04/2019	2019 Party Conferences Funding - the City Corporation to hold private roundtables and dinners at the 2019 party conferences of the Liberal Democrats, Labour and Conservatives. In addition City Corporation is exploring to partner with UK Finance, a trade association, for the private dinners at the Labour and Conservative party conferences	DOC	41,000	-	41,000	

<u>ALLOCATIONS FROM PIF</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID</u> TO 23/05/2019 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
	Promoting the City			-		
04/05/2017	Secretariat of the Standing International Forum of Commercial Courts: City Corporation to provide financial support for a third of the costs of the secretariat for the first 3 years.	DED	100,000	100,000	-	£50,000 final payment in 2019/20; £50,000 allocated in 2018/19 now deferred to 2019/20
06/07/2017	One City Social Media Platform: City Corporation to provide financial support for a third of the costs for 3 years of this ongoing development of a new social media led platform dedicated to City workers in promoting the attractions and events held within the Square Mile.	DBE / CS / DOC	60,000	50,000	10,000	Final payment in 2019/20
22/02/2018	Continued Sponsorship to support Innovate Finance.	DED	250,000	-	250,000.00	£250,000 final payment in 2020/21
15/03/2018	Match Funding from The Honourable Irish Society to the National Citizenship Scheme - City of London Corporation to match fund the Society's grant totalling £33,000 over 3 years.	TC	11,000	-	11,000	3 year funding: £11,000 final payment in 2020/21
12/04/2018	City of London Corporation Regional Strategy: City of London's membership to Scottish Financial Enterprise (SFE) and expanding the partnership programme to 3 more UK City Regions.	DED	22,695	9,422	13,273	£22,695 deferred from 2018/19
05/2018	Saudi Arabia: Vision 2030 - COL to engage with Saudi Arabia and to support work on the new Private Sector Groups established by the Dept of International Trade to support export and investment programmes.	DED	27,487	-	27,487	£27,487 deferred from 2018/19
06/2018	City of London Corporation - Engagement with Strategy World Economic Forum (WEF): City of London Corporation to develop a 3 year rolling engagement strategy with WEF, an independent non-profit organisation dedicated to improving global economic and social conditions on a global scale. The CPR and LM to attend the WEF Annual Meeting in Davos and an event in another priority market and CoL to host a WEF meeting/event in the City.	DED	57,662	-	57,662	3 year funding: £21,162 deferred from 2018/19. £36,500 in 2019/20 & £38,000 in 2020/21
17/01/2019	Further Sponsorship Chemistry Club, City: City of London to sponsor a series of high calibre networking events to enhance the Corporation's credibility in the Cyber tech and related technologies in the financial services sector.	DED	40,000	-	40,000	
17/01/2019	Sponsorship of Children's Book with Guy Fox History Project Ltd	DOC	42,000	-	42,000	
21/02/2019	London & Partners: Domestic Promotion of London	DOC	100,000	100,000	-	3 year funding: £100,000 final payment in 2021/22
21/02/2019	City of London Advertising - continuation of placing advertisements in CityAM to promote services provided by COL and advertising in a new newspaper, City Matters, covering the Square Mile.	DOC	45,000	5,000	40,000	

<u>ALLOCATIONS FROM PIF</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID TO 23/05/2019</u> £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
21/02/2019	City Matters: placing additional full page advertisements in City Matters to promote City of London Corporation's cultural events and activities.	DOC	34,000	34,000	-	
	Communities					
16/11/2017	Centre for Study of Financial Innovation (CSFI): Corporation supporting CSFI in its continued occupancy to enable the Think Tank to remain in the City.	DOC	6,635	-	6,635	5 year funding: final payment in 2021/22
07/06/2018	Social Mobility: Sponsorship of the Social Mobility Employer Index - City of London to sponsor the 2018 SMEI and enable City of London to continue being a leading voice on Social Mobility.	DED	27,610	-	27,610	£27,610 deferred from 2018/19
	Research					
11/04/2019	Sponsorship of the Fabian Society research project: City Corporation to sponsor the research project, "Using Arts and Culture to enable Deprived Communities to Thrive". This would support and advance the Corporation's strategic aims to "contribute to a flourishing society, shape outstanding environments and support a thriving economy.	DOC	20,000	-	20,000	
			1,134,739	381,142	753,597	
	BALANCE REMAINING		582,883			
	TOTAL APPROVED BUDGET		1,717,622			
	ANALYSIS OF TOTAL APPROVED BUDGET					
	ORIGINAL PROVISION		1,250,000			
	UNCOMMITTED BALANCES BROUGHT FORWARD FROM 2018/19		105,341			
	UNSPENT COMMITTED BALANCES DEFERRED FROM 2018/19		183,204			
	UNSPENT COMMITTED BALANCES RETURNED TO FUND		140,942			
	TRANSFERRED FROM CONTINGENCY		38,135			
	TOTAL APPROVED BUDGET		1,717,622			

NOTES: (i) The Committee date records the actual approval meeting; in some instances approval is given for multi-year support for a project but the financial details in this table only show the expenditure due in the current year (2019/20). It should be noted that actual payments sometimes are made towards the end of a financial year.

KEY TO RESPONSIBLE OFFICER:-

DED Director of Economic Development
TC Town Clerk

DOC Director of Communications
CS City Surveyor

DBE Director of Built Environment
REM City Remembrancer

CAROLINE AL-BEYERTY - DEPUTY CHAMBERLAIN

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POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND 2019/2020 - 2021/2022

Date	Description	Allocation 2019/20	Allocation 2020/21	Allocation 2021/22
		£	£	£
	BASE BUDGET	1,250,000	1,250,000	1,250,000
	+ Uncommitted balance brought forward from 2018/19	105,341		
	+ unspent balances deferred from 2018/19	183,204		
	+ unspent balances in 2018/19 returned to Fund	140,942		
	+ balance moved from P&R Contingency to cover multi year allocations	38,135		
	TOTAL BUDGET	1,717,622	1,250,000	1,250,000
	ALLOCATIONS			
07/07/2016	London Councils Summit	16,000		
04/05/2017	Secretariat of Standing International Forum of Commercial Crts	100,000		
06/07/2017	One City Social Media Platform	60,000		
16/11/2017	Proposed Grant to retain the Centre for the Study of Financial Innovation	6,635	6,635	6,635
22/02/2018	Sponsorship of the Wincott Foundation's 'Wincott Awards'	4,000	4,000	
22/02/2018	Continued Sponsorship to support Innovate Finance	250,000	250,000	
15/03/2018	Match Funding from The Honourable Irish Society to the National Citizenship Scheme	11,000	11,000	
12/04/2018	City of London Corporation Regional Strategy	22,695		
03/05/2018	Saudi Arabia Vision 2030, Public Investment Fund and Financial Services	27,487		
07/06/2018	City of London Corporation - Engagement with Strategy World Economic Forum (WEF)	57,662	38,000	
07/06/2018	Social Mobility: Sponsorship of the Social Mobility Employer Index	27,610		
05/07/2018	City Week 2019 Event Sponsorship	25,000		
05/07/2018	Events Partnership with The Strand Group, King's College London	50,000		
06/09/2018	Sponsorship of the Fabian Society's London: Policy and Challenges into the 2020s publication	9,250		
17/01/2019	Sponsorship to support Chemistry Club, City	40,000		
17/01/2019	Sponsorship of the CPS Margaret Thatcher Conference on Britain & America	20,000		
17/01/2019	Sponsorship of Children's Book with Guy Fox History Project Ltd	42,000		
21/02/2019	London and Partners: domestic promotion of London	100,000	100,000	100,000
21/02/2019	City AM & City Matters	79,000		
14/03/2019	Sponsorship of the 2019 Bright Blue Conference, 'Fixing the Future'	6,000		
14/03/2019	Think Tank Review and Memberships 2019-20	99,400		
14/03/2019	Franco-British Young Leaders' Programme - Gala Dinner 2019	20,000		
11/04/2019	Sponsorship of the Fabian Society Research Project	20,000		
11/04/2019	2019 Party Conferences	41,000		
	TOTAL ALLOCATIONS	1,134,739	409,635	106,635
	BALANCE AVAILABLE	582,883	840,365	1,143,365

Less: Possible maximum allocations from this meeting: **06 June 2019**

- Sponsorship of the IPPR Commission on Environmental Justice
- Centre for London - 2019 London Conference

40,000
25,000

517,883	840,365	1,143,365
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POLICY AND RESOURCES COMMITTEE - CONTINGENCY 2019/20

<u>ALLOCATIONS FROM CONTINGENCY</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID</u> TO 23/05/2019 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
17/03/2016	Lord Mayor's Show Fireworks: City of London Corporation to hold a public fireworks display following the LM's Show. Funding to cover all aspects of the planned display including the fireworks display itself, and all the traffic management, public safety and crowd and related events management issues.	DOC	125,000	0	125,000	
08/05/2014	City of London Scholarship - Anglo-Irish Literature: CoL to award a yearly scholarship to a single student to continue their studies in the field on Anglo-Irish Literature	TC	29,350	0	29,350	£4,350 deferred from 2016/17; £25,000 deferred from 2017/18
17/11/2016	Police Arboretum Memorial Fundraising Dinner: City Corporation to host a fundraising dinner at Guildhall	DED	30,000	0	30,000	Originally allocated from 2016/17; deferred to 2019/20
06/06/2018	Renewal Electricity Policy and Sourcing Strategy: City of London Corporation to adopt this strategy and purchase renewable electricity	CH / CS / TC	25,000	0	25,000	Deferred from 2018/19
05/07/2018	Resourcing Diversity and Business Engagement - Establishing the Diversity and Business Engagement Manager to support the City's wider equalities, diversity and inclusion work.	HR	7,375	3,397	3,978	Deferred from 2018/19
06/09/2018	Gresham College Funding Arrangements: Appointment of a Consultant - City of London Corporation to joint fund the cost of appointing a Consultant to conduct a review of Gresham College.	TC	30,000	10,667	19,333	Deferred from 2018/19
04/10/2018	Beech Street Transformation Project - an additional budget to support detailed analysis and business case work as progression to a Gateway 3 report	BC	55,000	0	55,000	Deferred from 2018/19

<u>ALLOCATIONS FROM CONTINGENCY</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID</u> TO 23/05/2019 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
11/04/2019	Sponsorship of Battle of Ideas Festival 2019 - the City Corporation to sponsor the festival as a "Battle Champion" and "Debate Partner", organised by The Academy of Ideas (AOI), taking place on 2nd & 3rd November 2019 at the Barbican Centre.	DOC	20,000	-	20,000	
	BALANCE REMAINING		321,725	14,064	307,661	
	TOTAL APPROVED BUDGET		320,618			
	ANALYSIS OF TOTAL APPROVED BUDGET		642,343			
	ORIGINAL PROVISION		300,000			
	UNCOMMITTED BALANCES BROUGHT FORWARD FROM 2018/19		78,450			
	UNSPENT COMMITTED BALANCES DEFERRED FROM 2018/19		176,725			
	UNSPENT COMMITTED BALANCES RETURNED TO FUND		125,303			
	TRANSFERRED TO POLICY INITIATIVE FUND		(38,135)			
	TOTAL APPROVED BUDGET		642,343			

NOTE: The Committee date records the actual approval meeting; in some instances approval is given for multi-year support for a project but the financial details in this table only show the expenditure due in the current year (2019/20). It should be noted that actual payments sometimes are made towards the end of a financial year.

KEY TO RESPONSIBLE OFFICER:-

DED	Director of Economic Development	TC	Town Clerk	DOC	Director of Communications
CS	City Surveyor	CH	Chamberlain	BC	Managing Director, Barbican Centre
CM	Culture Mile Director				

CAROLINE AL-BEYERTY - DEPUTY CHAMBERLAIN

POLICY AND RESOURCES COMMITTEE - CONTINGENCY 2019/2020 - 2021/2022

Date	Description	Allocation 2019/20	Allocation 2020/21	Allocation 2021/22
	BASE BUDGET	£ 300,000	£ 300,000	£ 300,000
	+ Uncommitted balance brought forward from 2018/19	78,450		
	+ unspent committed balances deferred from 2018/19	176,725		
	+ unspent balances in 2018/19 returned to Fund	125,303		
	- balance moved to Policy Initiative Fund to cover multi year allocations	- 38,135		
	TOTAL BUDGET	642,343	300,000	300,000
	ALLOCATIONS			
08/05/2014	City of London Scholarship - Anglo-Irish Literature	29,350		
17/03/2016	Lord Mayor's Show Fireworks	125,000		
17/11/2016	Police Arboretum Memorial Trust - Dinner	30,000		
07/06/2018	Renewable Electricity Policy and Sourcing Strategy	25,000		
05/07/2018	Resourcing Diversity and Business Engagement	7,375		
06/09/2018	Gresham College Funding Review	30,000		
04/10/2018	Beech Street Transformation Project	55,000		
11/04/2019	Sponsorship of the 2019 Battle of Ideas Festival	20,000		
	TOTAL ALLOCATIONS	321,725	-	-
	BALANCE AVAILABLE	320,618	300,000	300,000

Less: Possible maximum allocations from this meeting: **06 June 2019**

-	-	-	-
-	-	-	-
Balance	320,618	300,000	300,000

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POLICY AND RESOURCES COMMITTEE - BREXIT CONTINGENCY 2018/19 - 2019/20

<u>ALLOCATIONS FROM BREXIT CONTINGENCY</u>						<u>STATUS OF BALANCE</u>	
<u>Date of Bid</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u>	<u>ACTUAL PAID TO 31/03/2019</u>	<u>ACTUAL PAID TO 23/05/2019</u>	<u>BALANCE TO BE SPENT</u>	<u>NOTES</u>
			£	£	£	£	
11/01/2019	Brexit Engagement Action Plan: Develop and bring into effect an engagement action plan and to provide for the City Corporation's participation in a cross-sectoral project to enhance the City's soft power potential	REM	60,000	0	0	60,000	2 year funding: £20,000 in 2018/19 & £40,000 final payment in 2019/20
05/02/2019	No Deal Preparation Adverts: A dedicated information resource is currently being created within the corporate website and it is this page (and the urgent need for businesses to prepare for Brexit, especially a 'no deal' scenario) that needs widespread communication to our business audiences	DOC	13,680	13,680	0	-	2018/19 funding
07/02/2019	The Communications Team requires funding for a short-term post to assess and mitigate all committee reports and other external committee output for reputational risk relating to Brexit.	DOC	13,000	0	0	13,000	2019/20 funding
08/03/2019	Supply Chain category card analysis: Commissioning an external consultancy firm to work with us to produce Category level risk cards. The categories that selected were based on internal knowledge, spend data and of the areas that would be most impacted by Brexit. These have been developed to allow us at this stage to identify the main risks in these categories.	CHB	9,900	9,900	0	-	2018/19 funding
27/03/2019	Police costs as a result of protest activities: Activity as a result from Brexit protest groups has meant that the Police have had to deal with direct action without time delay awaiting PAN LONDON resources. Due to the increased number of regional protest this could impact on response to the incident and therefore impact on business ability to continue to operate.	POL	44,000	9,022	0	34,978	2018/19 funding

<u>ALLOCATIONS FROM BREXIT CONTINGENCY</u>						<u>STATUS OF BALANCE</u>	
<u>Date of Bid</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID TO</u> <u>31/03/2019</u> £	<u>ACTUAL PAID TO</u> <u>23/05/2019</u> £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
03/04/2019	Expand recruitment activity to (and increase the number of places on) the BMus/MMus Jazz, World, Studio and Electronic pathways, which currently recruit the great majority of their students from within the UK.	GSDM	20,000	0	0	20,000	
	BALANCE REMAINING		160,580	32,602	-	127,978	
	TOTAL APPROVED BUDGET		2,049,420				
	ANALYSIS OF TOTAL APPROVED BUDGET		2,210,000				
	ORIGINAL PROVISION		2,000,000				
	MHCLG funding 2018/19		105,000				
	MHCLG funding 2019/20		105,000				
	TOTAL APPROVED BUDGET		2,210,000				
<p><u>NOTE:</u> The date records the actual date the Town Clerk in conjunction with the Chamberlain has approved the bid. In some instances approval is given for multi-year support for a project, the financial details in this table shows the expenditure for both years (2018/19 & 2019/20). It should be noted that actual payments sometimes are made towards the end of a financial year.</p>							
<p><u>KEY TO RESPONSIBLE OFFICER:-</u></p>							
REM	Remembrancer	DOC	Director of Communications	GSMD	Guildhall School of Music & Drama		
CHB	Chamberlains	POL	City of London police				
<p>CAROLINE AL-BEYERTY - DEPUTY CHAMBERLAIN</p>							

POLICY AND RESOURCES COMMITTEE - BREXIT CONTINGENCY 2018/2019 - 2019/20

Date	Bid Name	Description	Department	Brexit Risk Mitigation Category	Funding	Allocation 2018/19	Allocation 2019/20
		BASE BUDGET				£	£
		MHCLG funding				2,000,000	-
		+ balance brought forward as agreed by Committee: Mar 2019				105,000	105,000
		TOTAL BUDGET				2,105,000	2,122,420
11/01/2019	Brexit Engagement Action Plan	Develop and bring into effect an engagement action plan and to provide for the City Corporation's participation in a cross-sectoral project to enhance the City's soft power potential	Remembrancers	Attractiveness of London & Regulatory Landscape	Brexit Contingency Fund	20,000	40,000
05/02/2019	No Deal Preparation - Adverts	A dedicated information resource is currently being created within the corporate website and it is this page (and the urgent need for businesses to prepare for Brexit, especially a 'no deal' scenario) that needs widespread communication to our business audiences.	Communications	Attractiveness of London	MHCLG Funding	13,680	
07/02/2019	Post Funding for Mitigation of Reputational Risk	The Communications Team requires funding for a short-term post to assess and mitigate all committee reports and other external committee output for reputational risk relating to Brexit.	Communications	Other	MHCLG Funding		13,000
08/03/2019	Supply Chain category card analysis	Commissioning an external consultancy firm to work with us to produce Category level risk cards. The categories that selected were based on internal knowledge, spend data and of the areas that would be most impacted by Brexit. These have been developed to allow us at this stage to identify the main risks in these categories.	Chamberlains	Procurement & Supply Chain	Brexit Contingency Fund	9,900	
27/03/2019	Police costs as a result of protest activities	Activity as a result from Brexit protest groups has meant that the Police have had to deal with direct action without time delay awaiting PAN LONDON resources. Due to the increased number of regional protest this could impact on response to the incident and therefore impact on business ability to continue to operate.	City of London Police	Other	MHCLG Funding	44,000	
03/04/2019	Guildhall School of Music & Drama Expanded Recruitment	Expand recruitment activity to (and increase the number of places on) the Bmus/Mmus Jazz, World, Studio and Electronic pathways, which currently recruit the great majority of their students from within the UK.	Guildhall School of Music & Drama	Income Stream & recruitment and Retention	Brexit Contingency Fund		20,000
		TOTAL ALLOCATIONS				87,580	73,000
		BALANCE AVAILABLE				2,017,420	2,049,420

Less: Possible maximum allocations from this meeting: 06 June 2019

Brexit Contingency Fund Balance
 MHCLG Balance
Total Balance

-
 1,970,100
 47,320
2,017,420 2,049,420

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POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND MULTI YEAR ALLOCATIONS

Date	Description	Allocation 2019/20	Allocation 2020/21	Allocation 2021/22
	Multi year allocation + transfer from contingency	£ 600,000 38,135	£ 600,000	£ 600,000
	TOTAL BUDGET	638,135	600,000	600,000
	ALLOCATIONS			
07/07/2016	London Councils Summit	16,000		
04/05/2017	Secretariat of Standing International Forum of Commercial Crts	50,000		
06/07/2017	One City Social Media Platform	60,000		
16/11/2017	Proposed Grant to retain the Centre for the Study of Financial Innovation	6,635	6,635	6,635
22/02/2018	Sponsorship of the Wincott Foundation's 'Wincott Awards'	4,000	4,000	
22/02/2018	Continued Sponsorship to support Innovate Finance	250,000	250,000	
15/03/2018	Match Funding from The Honourable Irish Society to the National Citizenship Scheme	11,000	11,000	
07/06/2018	City of London Corporation - Engagement with Strategy World Economic Forum (WEF)	36,500	38,000	
05/07/2018	Events Partnership with The Strand Group, King's College London	25,000		
21/02/2019	London and Partners: domestic promotion of London	100,000	100,000	10,000
21/02/2019	City AM & City Matters	79,000		
	TOTAL ALLOCATIONS	638,135	409,635	16,635
	BALANCE AVAILABLE	-	190,365	583,365

Less: Possible maximum allocations from this meeting: **06 June 2019**

-	-	-
-	190,365	583,365

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POLICY AND RESOURCES COMMITTEE - PROJECT RESERVE 2019/2020

Date	Description	Allocation 2019/20
	BASE BUDGET	£ 450,000
	TOTAL BUDGET	450,000
	ALLOCATIONS	
	TOTAL ALLOCATIONS	-
	BALANCE AVAILABLE	450,000

Less: Possible maximum allocations from this meeting: **06 June 2019**

-	Housing Delivery Strategy – Request for Funding to Appoint Advisors	45,000
-		-

Balance

405,000

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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